

高效的组织敏捷转型框架

赵卫

敏捷教练及顾问

IBM大中华区敏捷及DevOps卓越中心



个人介绍



赵卫(David ZHAO)
敏捷教练及顾问

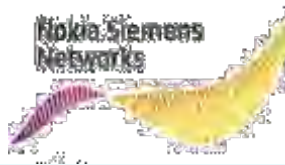
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Linked in

<https://www.linkedin.com/in/zhaoweio>

SIEMENS



IVAR JACOBSON
INTERNATIONAL



大规模组织敏捷转型，如何有效落地

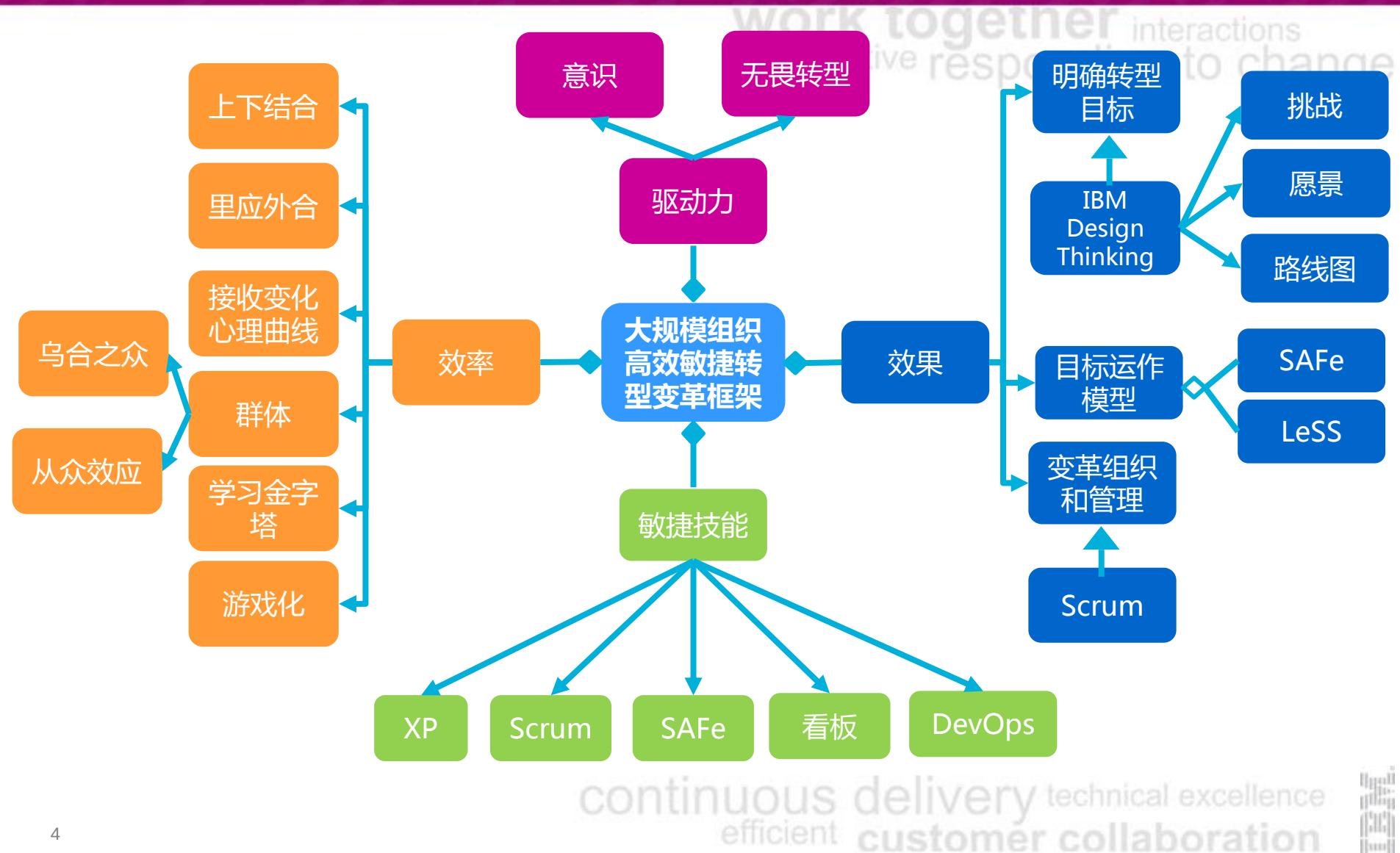
work together interactions
effective responding to change



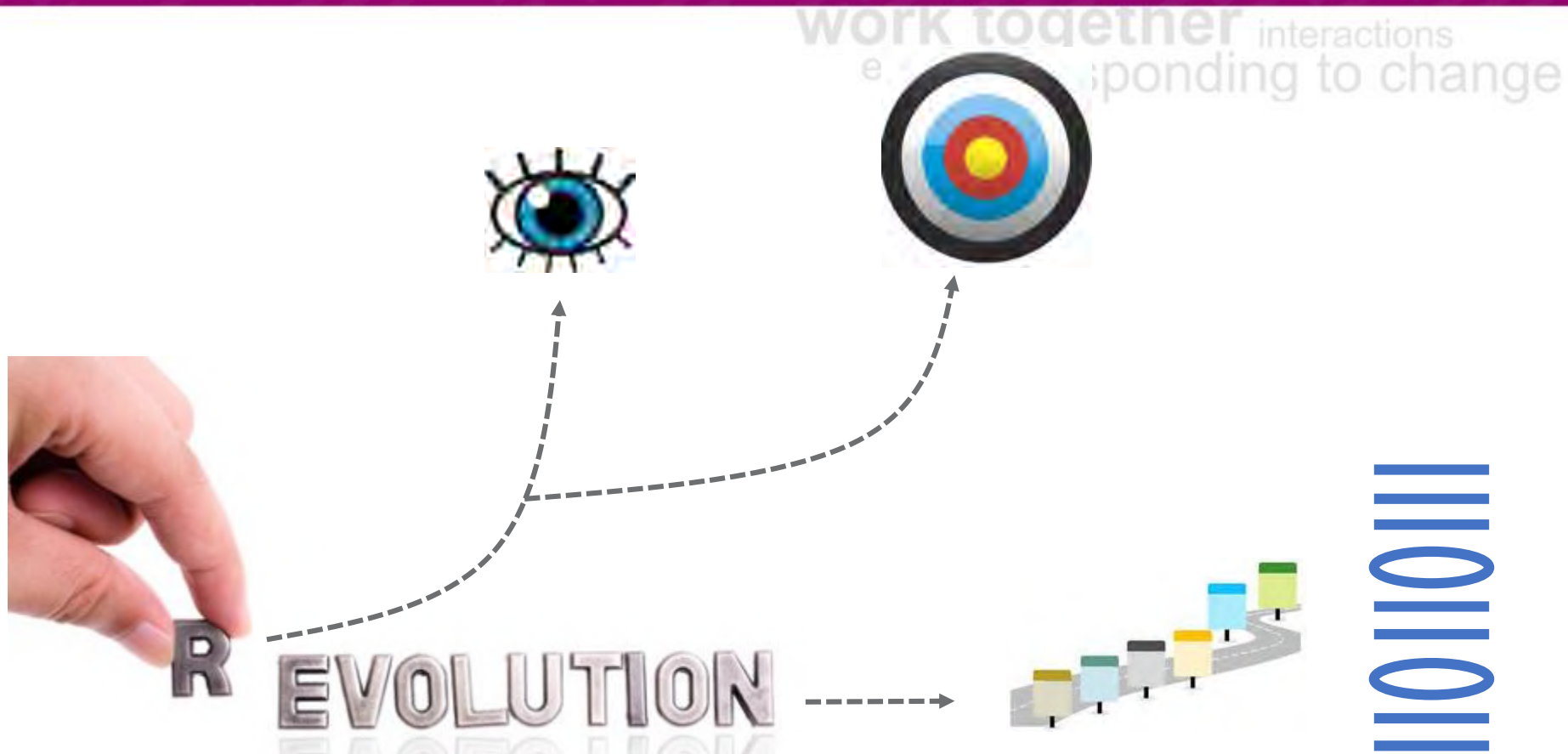
continuous delivery technical excellence
efficient customer collaboration



元模型



大规模组织高效敏捷转型变革框架



组织最高效、有效的系统化变革方式
Evolution Revolution Change

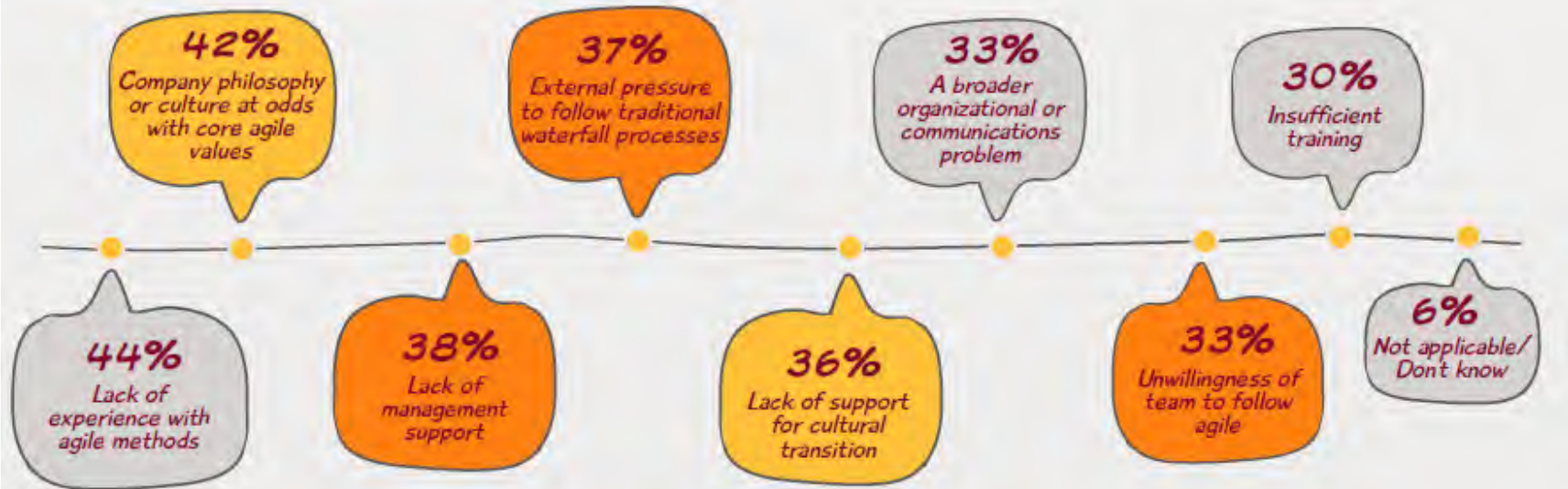
敏捷实施/转型的障碍

WHAT CAUSES AGILE PROJECTS TO FAIL? WHAT IMPEDES AGILE ADOPTION?

LEADING CAUSES OF FAILED AGILE PROJECTS

In cases where agile projects were unsuccessful, most respondents pointed to lack of experience with agile methods (**44%**). Of note, two of the top five causes of failure were related to company culture – company philosophy or culture at odds with core agile values at **42%** and lack of support for cultural transition at **36%**.

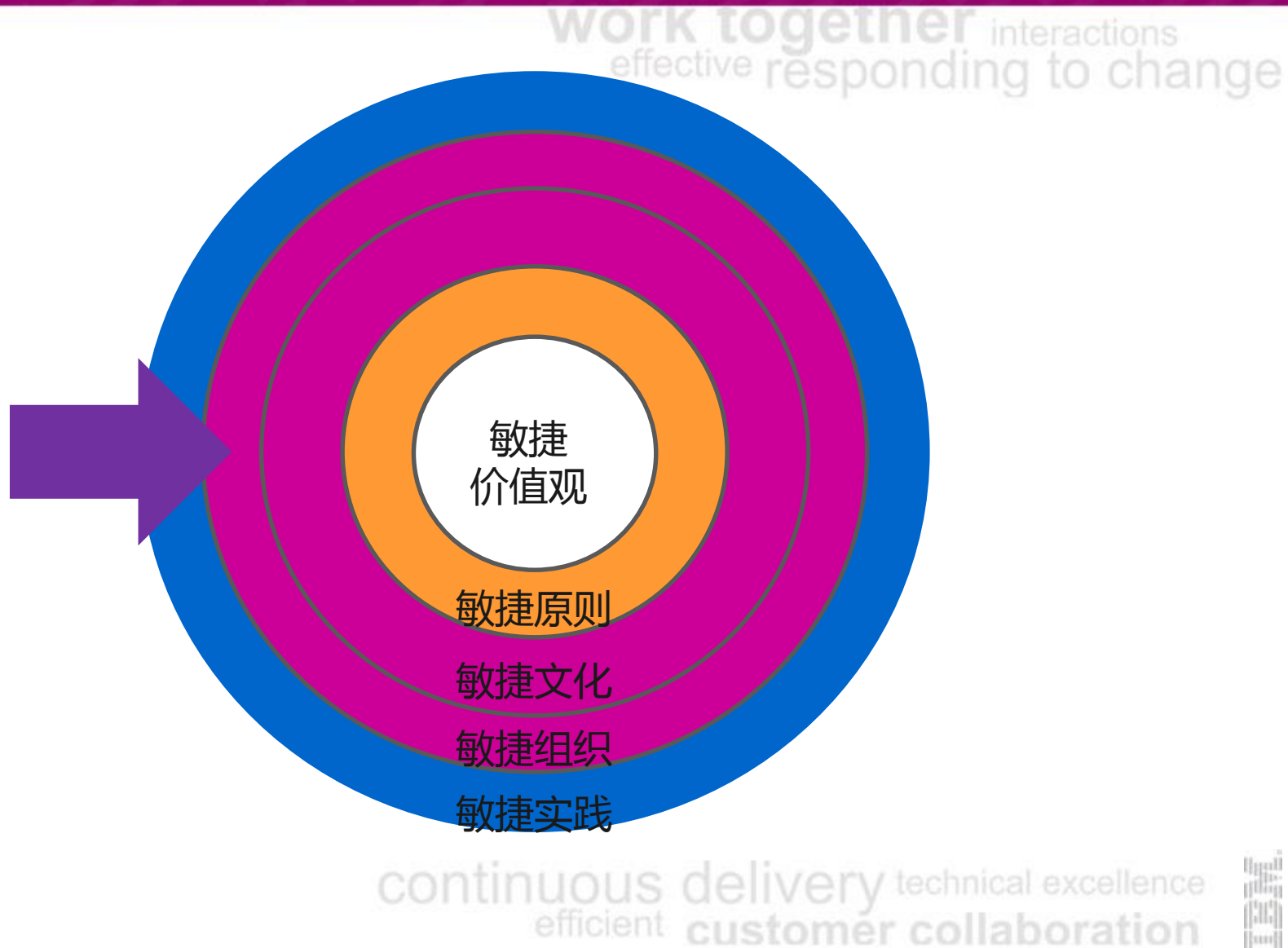
*Respondents were able to make multiple selections.



[9th Annual State of Agile Survey, by VersionOne](#)

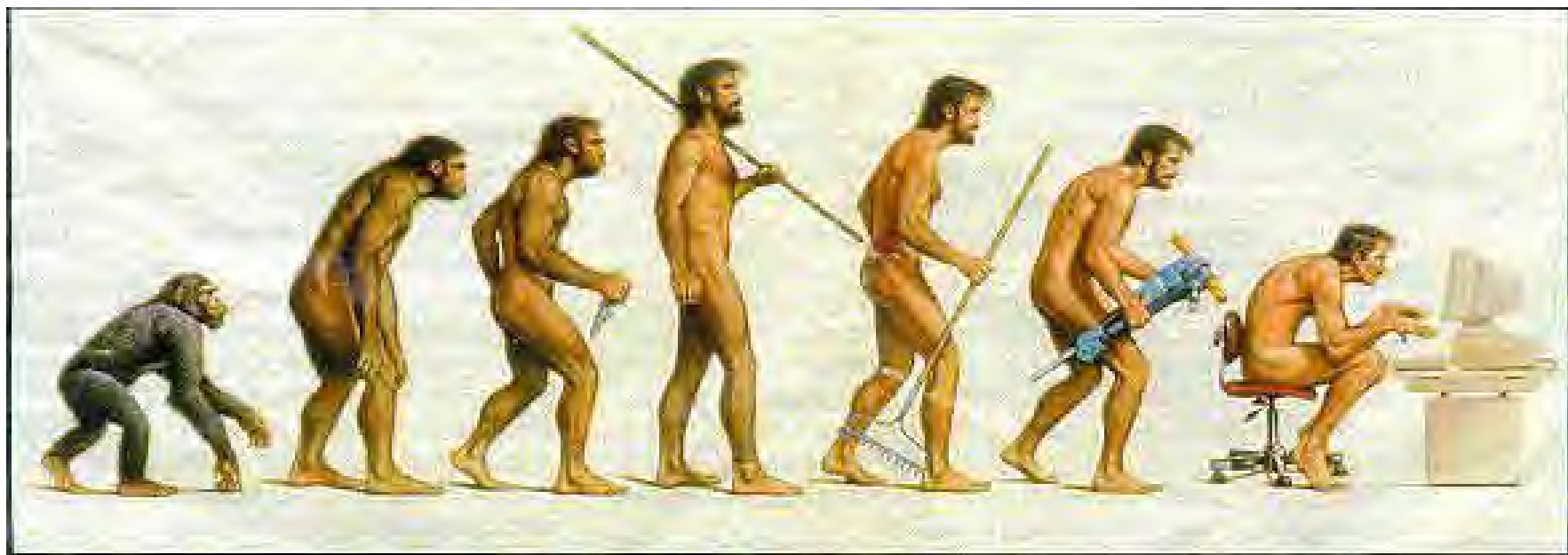


变革Bullseye



变革驱动力——意识

work together interactions
effective responding to change



continuous delivery technical excellence
efficient customer collaboration



变革驱动力——意识



work together interactions
effective responding to change



continuous delivery technical excellence
efficient customer collaboration



变革驱动力——意识

“It was fry or jump, so I jumped.” — Andy Mochan



<http://www.connerpartners.com/frameworks-and-processes/the-real-story-of-the-burning-platform>

我们的选择

work together interactions
effective responding to change

敏捷软件开发宣言

我们一直在实践中探寻更好的软件开发方法，
身体力行的同时也帮助他人。由此我们建立了如下价值观：

个体和互动 高于 流程和工具
工作的软件 高于 详尽的文档
客户合作 高于 合同谈判
响应变化 高于 遵循计划

也就是说，尽管右项有其价值，
我们更重视左项的价值。

continuous delivery technical excellence
efficient customer collaboration



我们的选择

work together interactions
effective responding to change



continuous delivery technical excellence
efficient customer collaboration



变革驱动力——无畏转型

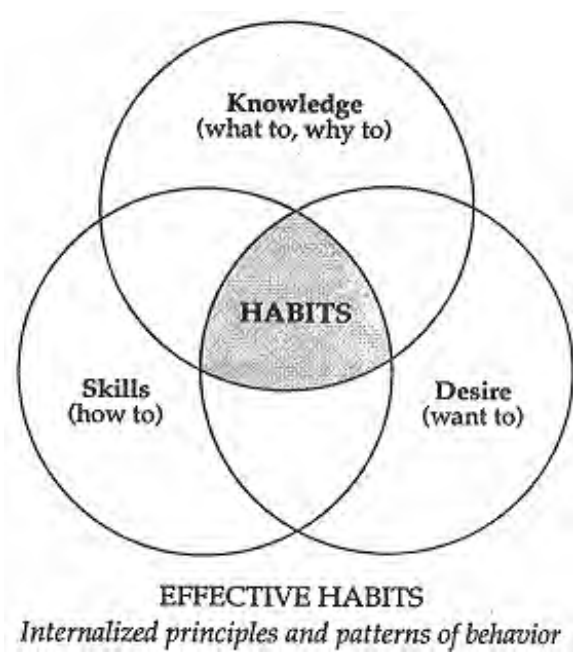
work together interactions
effective responding to change



continuous delivery technical excellence
efficient customer collaboration



变革驱动力——无畏转型



work together interactions
effective responding to change

Figure 2.1. The five activities of adapting to Scrum.



变革驱动力——无畏转型

“当你责备别人的时候，你放弃了改变的权利”
Dr. Robert Anthony



受害者

- 责备其他人
- 个人借口
- 等待，希望事情变好

有责任的

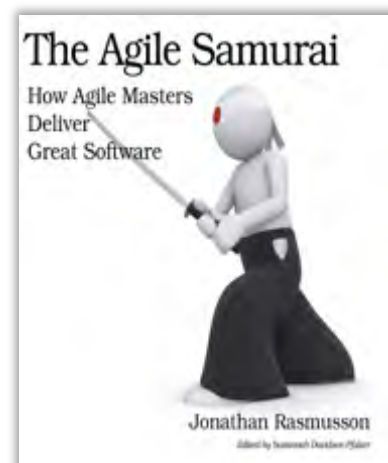
- 承认现实
- 拥有它
- 找到解决方案



变革驱动力——无畏转型

有责任心就是当你承诺每周交付有价值的东西并且让客户看到你是如何花他们的钱，那意味着你：

- 拥有质量
- 拥有时间表
- 设定期望
- 就像花自己的钱



变革驱动力——无畏转型

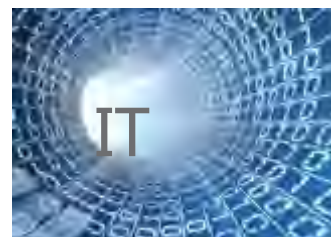
work together interactions
effective responding to change



2007 → 2012



2015.6 → 2015.11



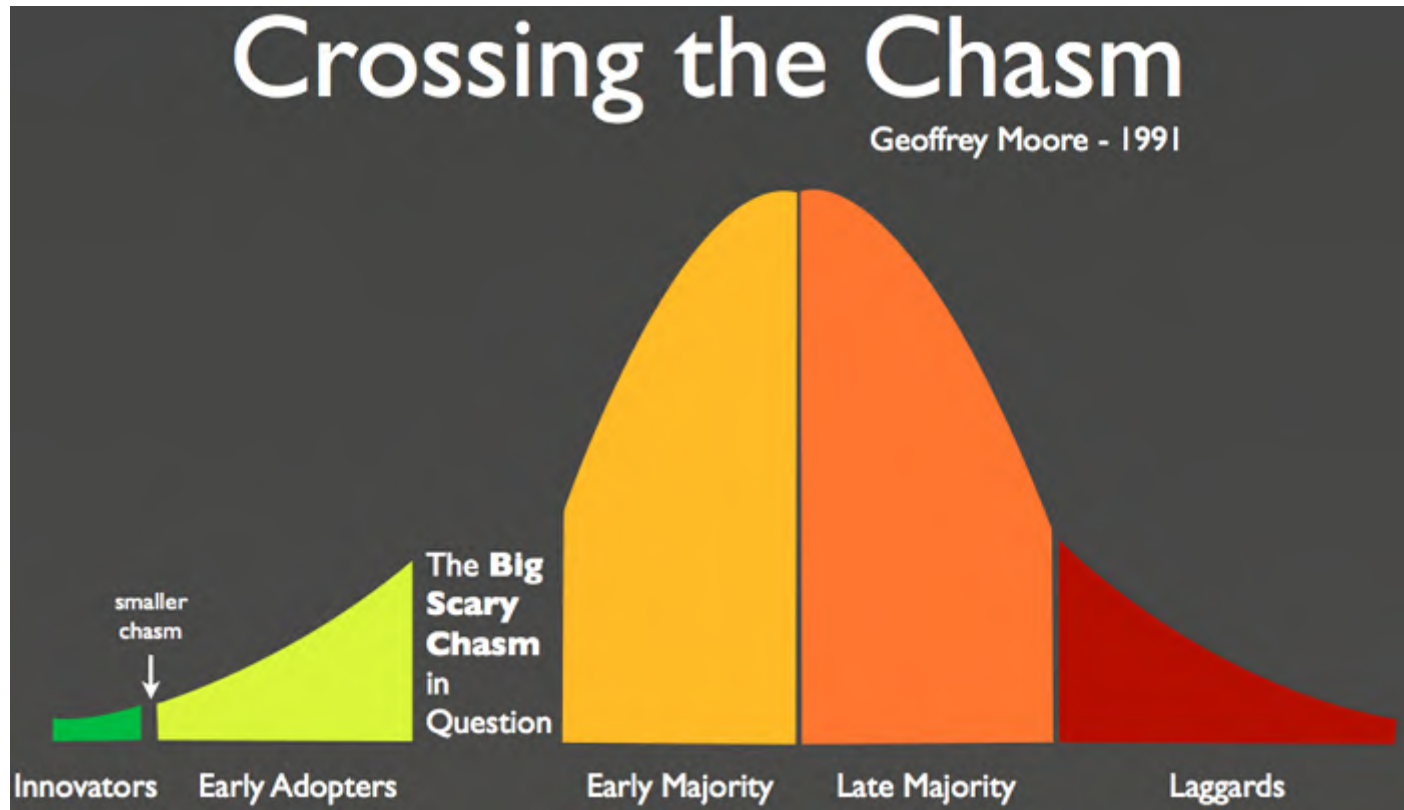
2014.2 → 2014.5

continuous delivery technical excellence
efficient customer collaboration



变革效率——里应外合&上下结合

work together interactions
effective responding to change



外部敏捷教练

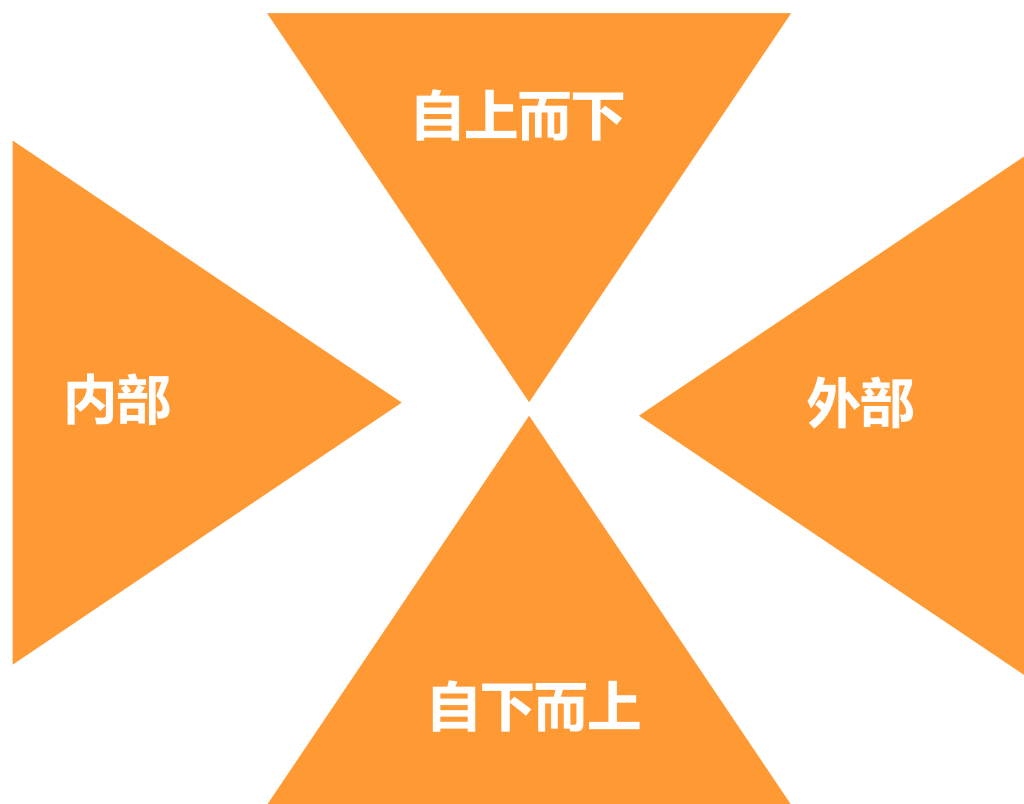
内部
推动者

敏捷实施团队

continuous delivery technical excellence
efficient customer collaboration



变革效率——里应外合&上下结合

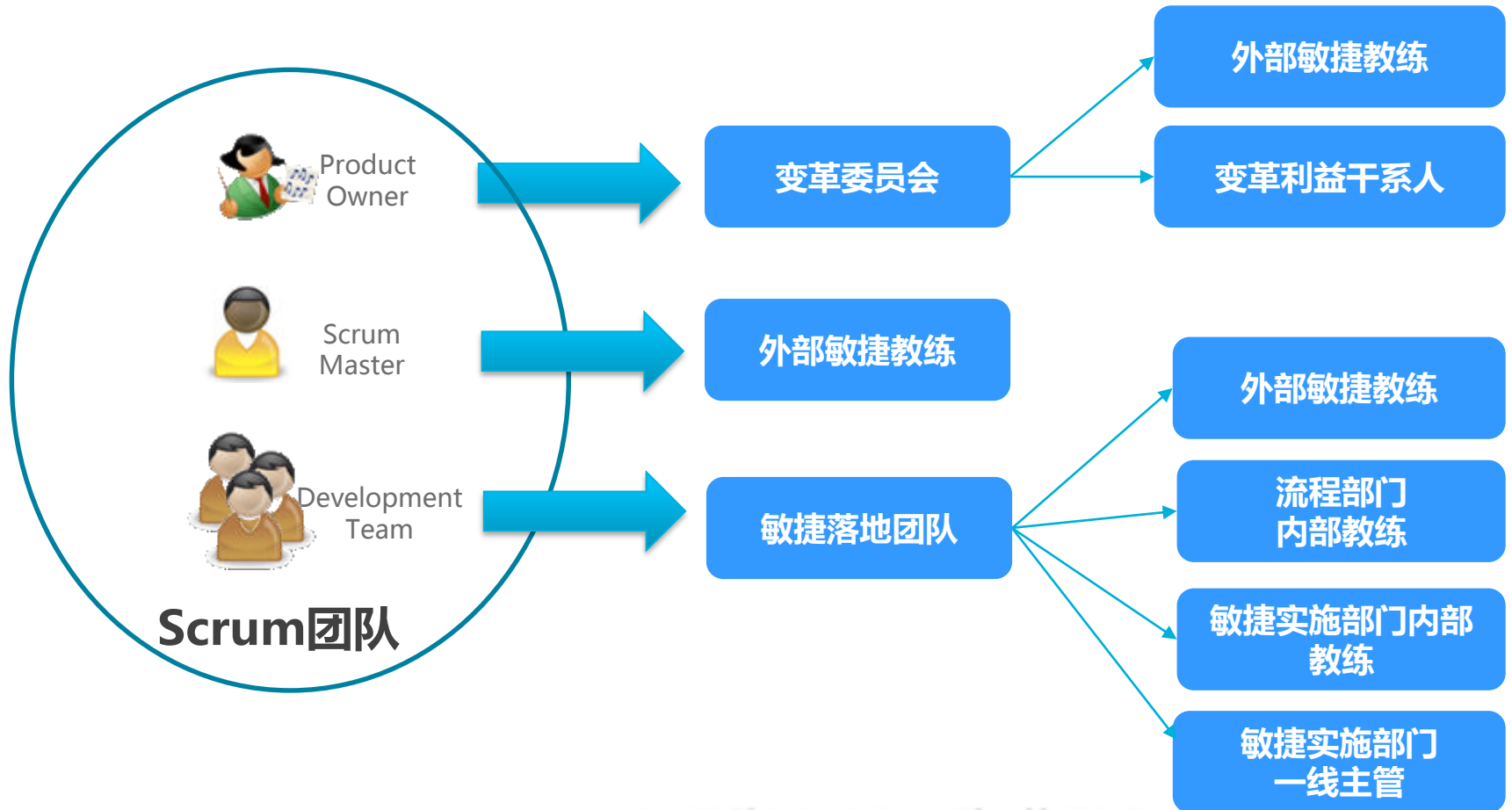


变革拼图

continuous delivery technical excellence
efficient customer collaboration



变革效率——里应外合&上下结合



变革效率——里应外合&上下结合

work together interactions
effective responding to change



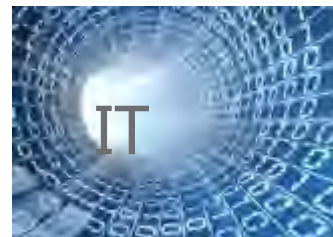
2007 → 2012

个人推动



2015.6 → 2015.11

研发支持部启动
各部门配合实施
没有内部教练



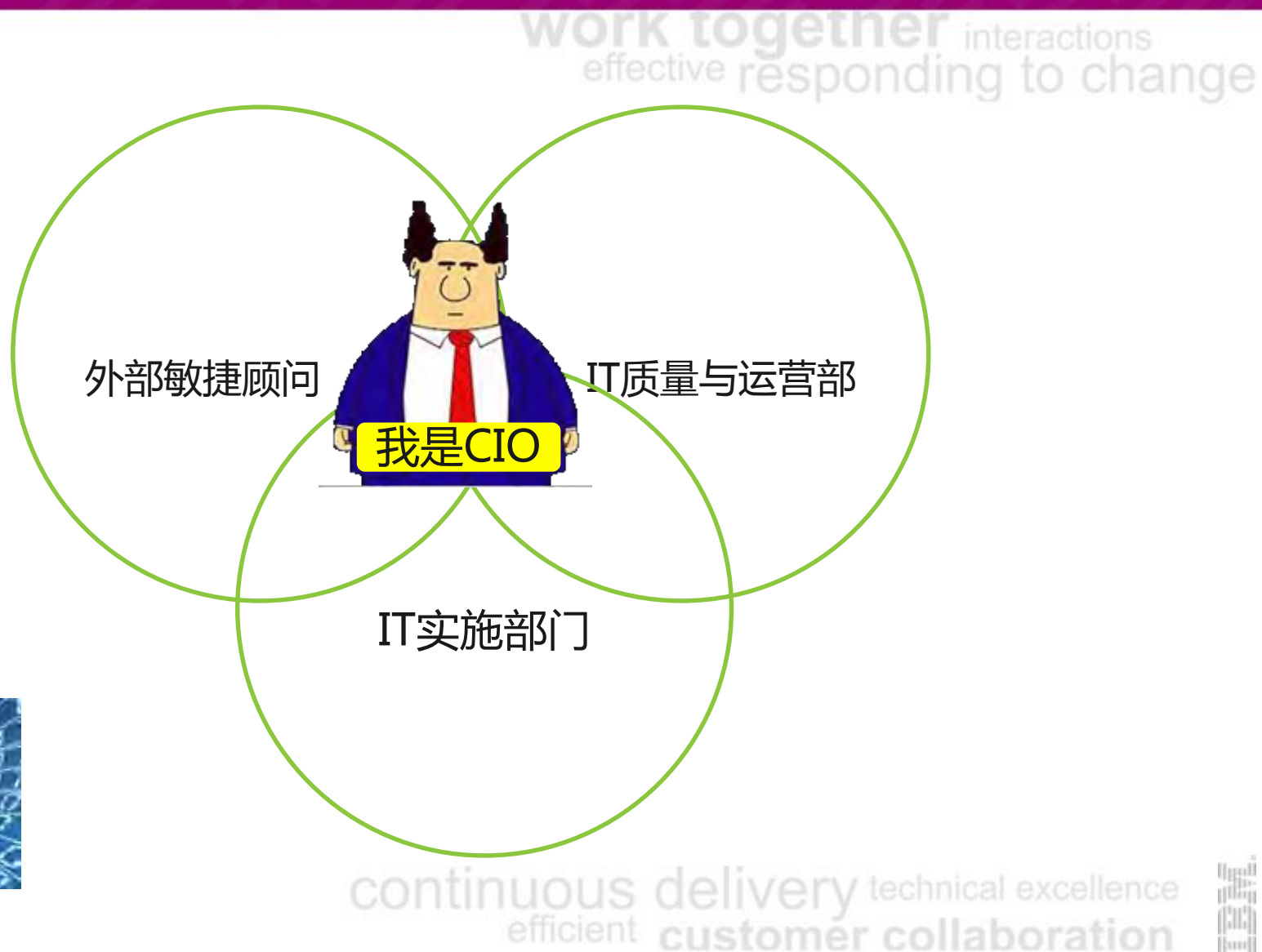
2014.2 → 2014.5

IT质量与运营部带领驱动
各实施部门落地
内部教练

continuous delivery technical excellence
efficient customer collaboration



变革效率——里应外合&上下结合



变革效率——里应外合&上下结合

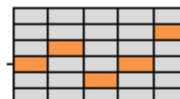
work together interactions
effective responding to change

敏捷体系建设组



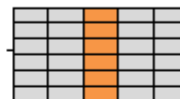
建立
流程改革组

产品



建立
四级推行组

产品

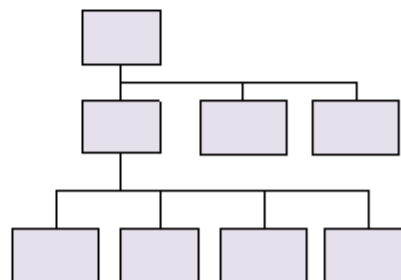


外包敏捷推行组

产品部门敏捷推行组



产品部门结构



continuous delivery technical excellence
efficient customer collaboration



变革效率——里应外合&上下结合



北京研发中心老大



北京研发中心转型负责人



外部敏捷顾问



各转型团队SM，PO



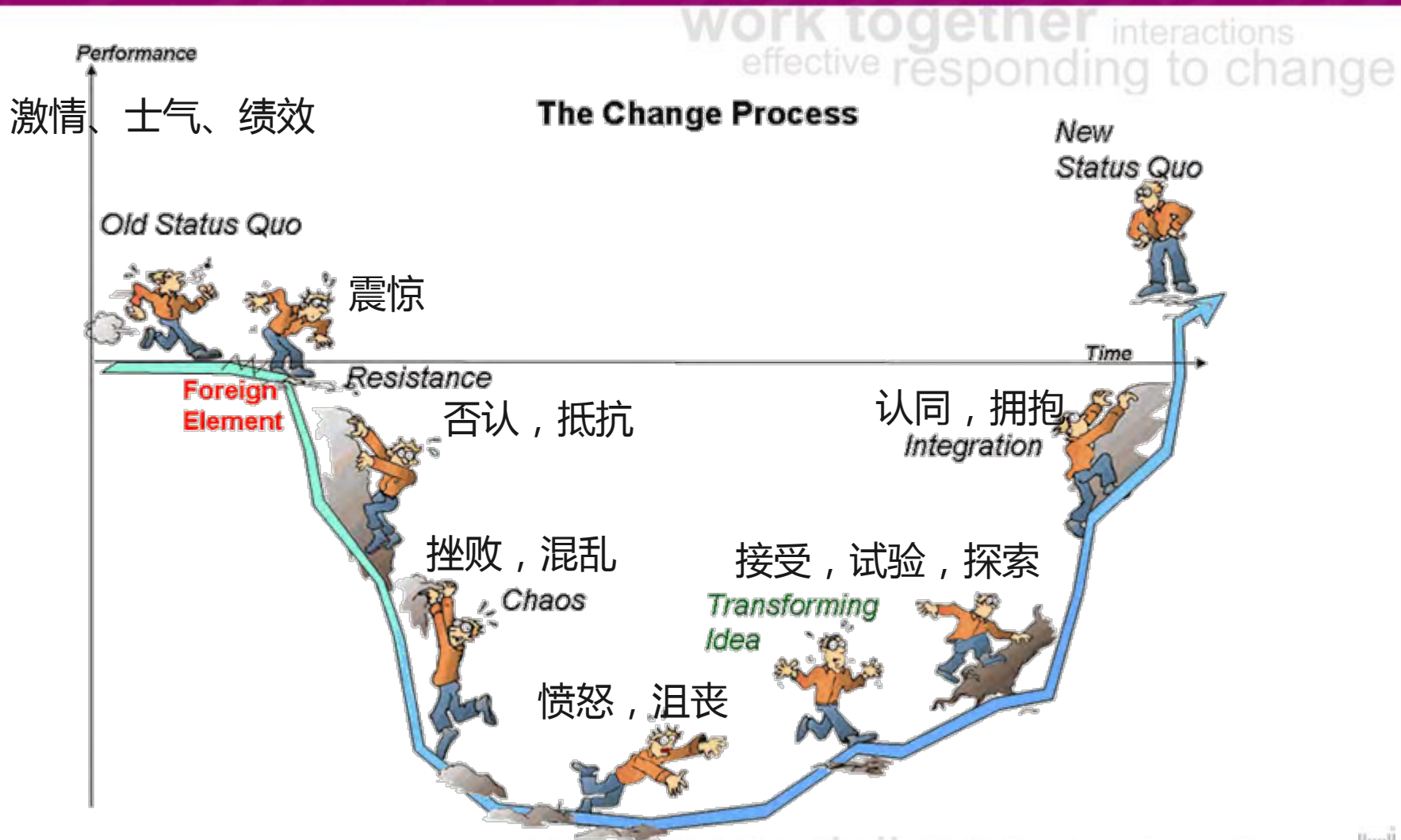
CoP

work together interactions
effective responding to change

continuous delivery technical excellence
efficient customer collaboration



变革效率—接收变化心理曲线



伊丽莎白·库伯勒-罗斯博士, 1969年

continuous delivery technical excellence
efficient customer collaboration

每个个体和每个团队

work together interactions
effective responding to change

Site / Function	W32	W33	W34	W35	W36	W37	W38	W39	W40	W41	W42	W43	W44	W45	W46	W47	W48	W49	W50
Resource Dashboard	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	4-Nov	11-Nov	18-Nov	25-Nov	2-Dec	9-Dec
Beijing																			
	Ka	Ha	Ha		Ha			Ha		Ha	Ha	Ha	Ha	Ma	Ma	Ma	Ma	Ma	Ma
LU		K	H		H			H		M	M	M	M	M	L	L	C	C	C
					K			H		H	M	M	M	M	M	M	M	M	C
					K			H		H	M	M	M	M	M	M	M	M	C
												K	H	H	M	M	M	M	M
												K	H	H	H	M	M	M	M
												K	H	H	H	M	M	M	M
														K	H	H	H	H	M

各敏捷团队

每个敏捷团队的辅导模式：K-H-H-H-M-M-L-L



学习金字塔

work together interactions
effective responding to change

After 2 weeks,

we tend to remember ...



Source: Edgar Dale (1969)

爱德加·戴尔



Learning By Doing

work together interactions
effective responding to change

I hear and I forget.

吾听吾忘,

I see and I remember.

吾见吾记,

I do and I understand.

吾做吾悟

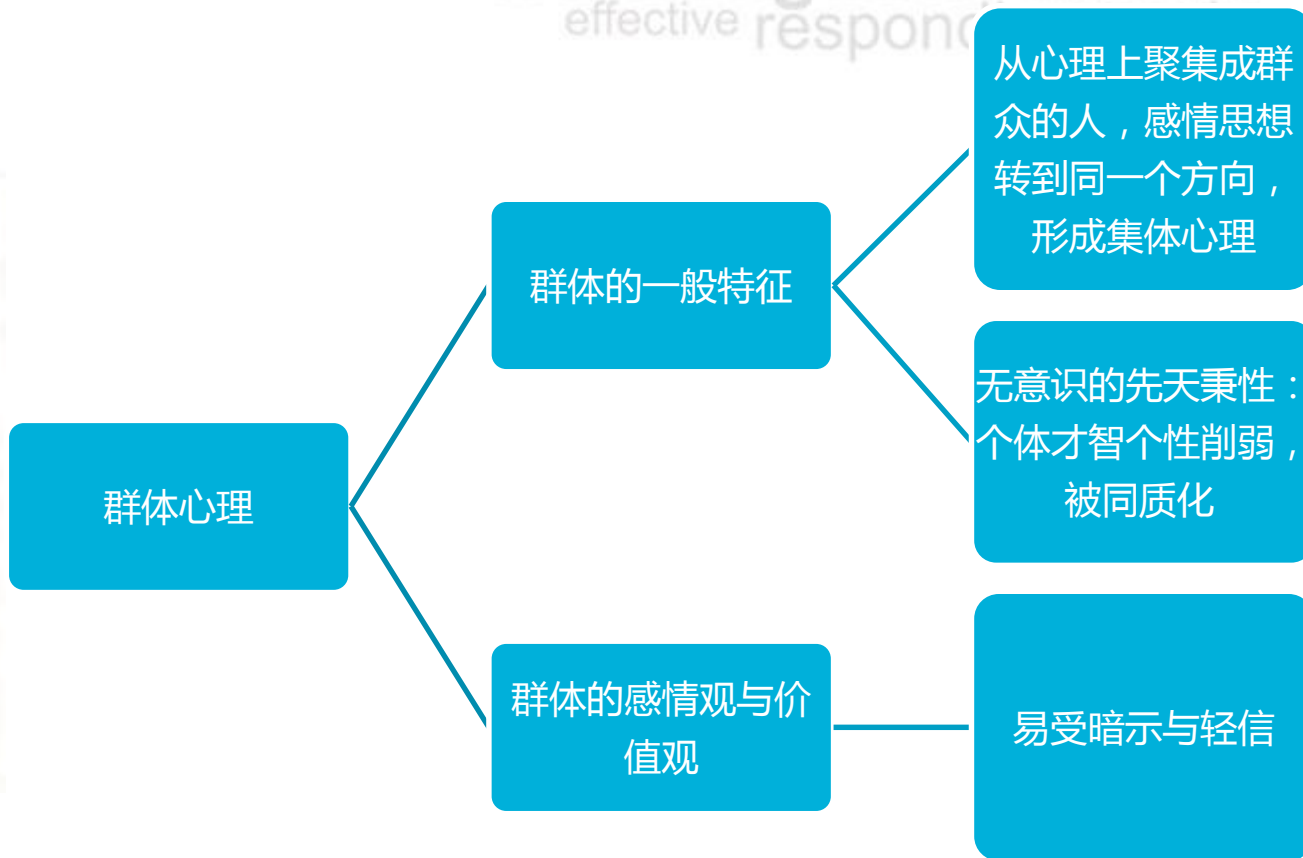
Confucius



——孔子@《中庸》



乌合之众



从众效应

work together interactions
effective responding to change

Cool Agile!
Who's In?



continuous delivery technical excellence
efficient customer collaboration



变革效率—变革之心

work together interactions
effective responding to change



continuous delivery technical excellence
efficient customer collaboration



变革效率—百人级培训和计划

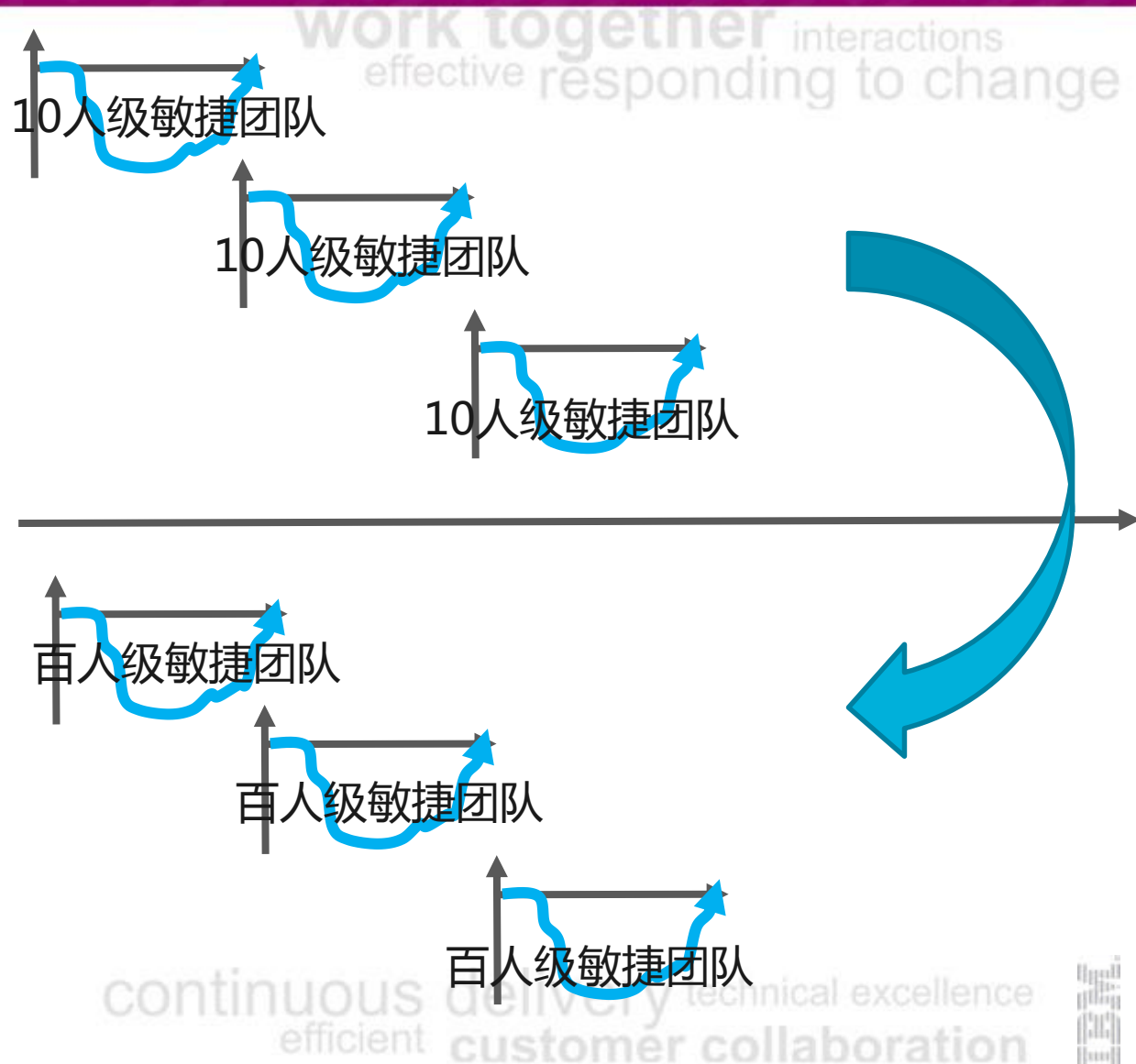
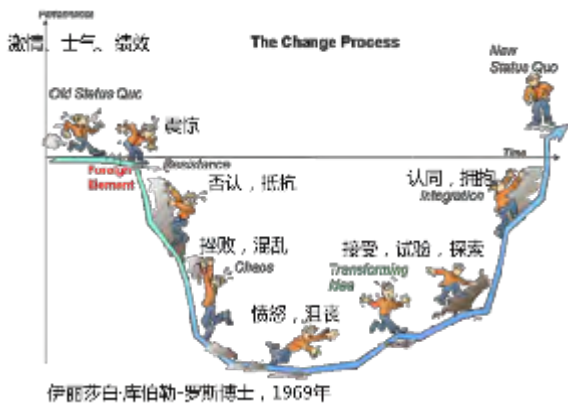
work together interactions
effective responding to change



continuous delivery technical excellence
efficient customer collaboration



变革效率—百人级培训和计划



变革效果——明确转型目标

work together interactions
effective responding to change



continuous delivery technical excellence
efficient customer collaboration



某国有银行北京研发中心



目标：“迭代开发”



团队

开发团队
开发部测试团队
北研测试部团队
测试中心测试团队



需求

业务部门
电子银行
产品创新



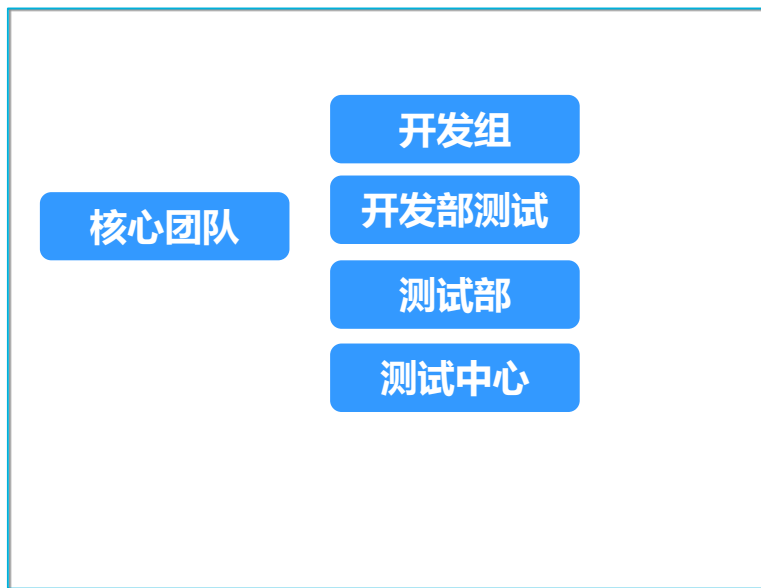
工作

月度版本——周期时间
3个月左右
季度版本——周期时间
6个月左右
每个月上线



研发迭代团队

work together interactions
effective responding to change



各部门代表组建打破部门界限的核心团队
研发团队，引入部分测试人员

continuous delivery technical excellence
efficient customer collaboration



项目和开发团队的多对多关系

开发一部
牵头项目：10+
配合项目：50+

项目-A

项目-B

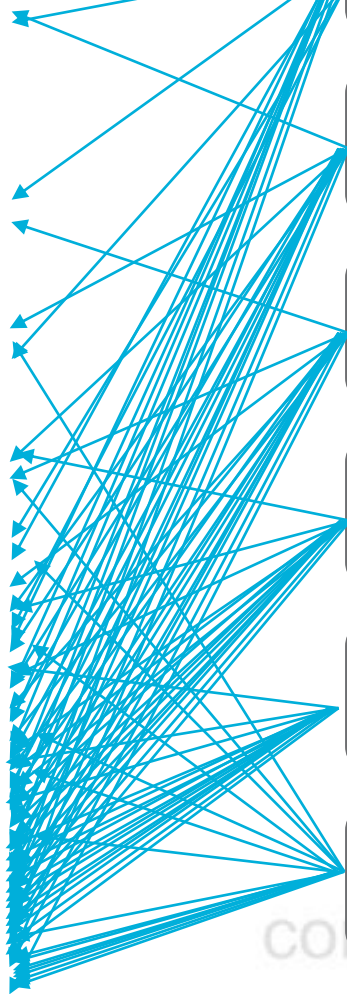
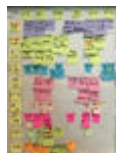
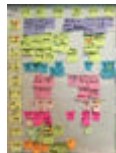
项目-C

项目-E

项目-X

项目-Y

项目-Z



开发一组

负责16个
项目



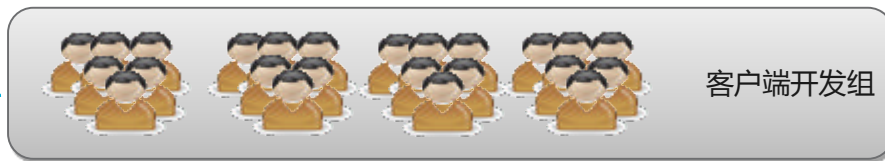
开发二组



开发三组



开发四组



客户端开发组



主机开发组

可视化研发团队和项目

研发团队看板 (10人以内团队)

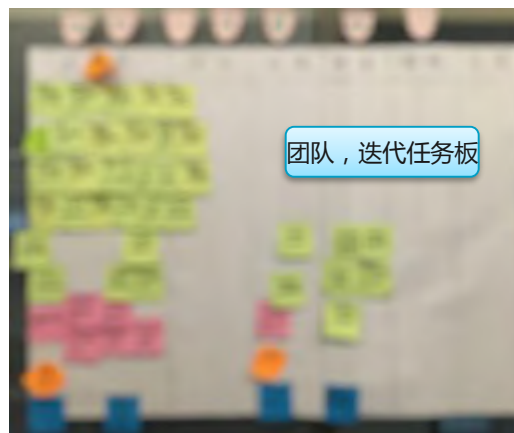
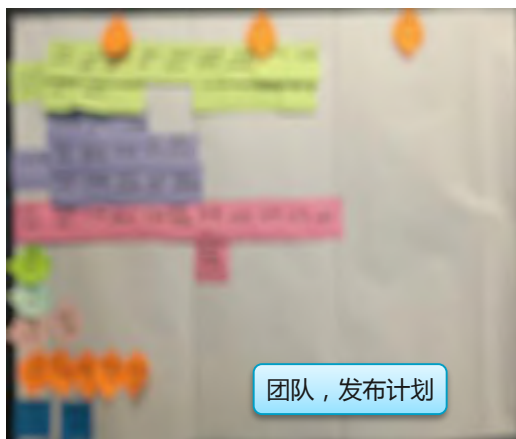
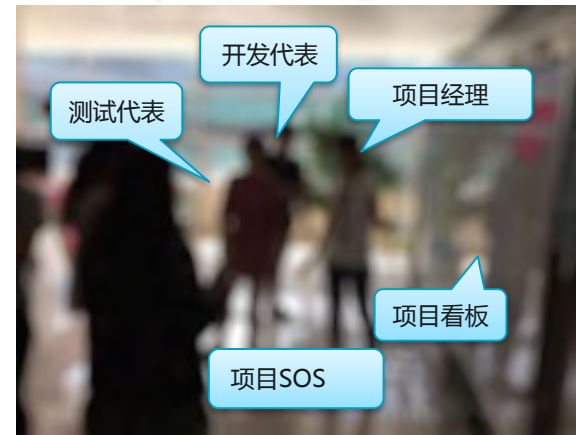
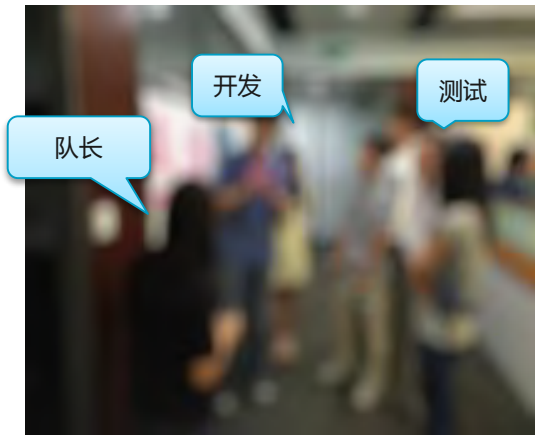
研发迭代	选定	待办	开发	测试	验收	完成
迭代1	项目1	Story1	任务1.1			
		Story2				
		Story3				
	项目2	Story4	任务4.1	任务4.2		
		Story5				
		Story6				
	项目3	Story7	任务7.1	任务7.2		
		Story8				
		Story9				
	项目1		项目2		项目3	
迭代2	Story	Story	Story	Story	Story	Story
迭代3	Story	Story	Story	Story	Story	Story
迭代4	Story	Story	Story	Story	Story	Story

项目看板 (包含多个小团队)



敏捷实践落地

work together interactions
effective responding to change



continuous delivery technical excellence
efficient customer collaboration



敏捷转型总结

work together interactions
effective responding to change

- 自上而下
- 目标不明确，不断发生变化
- 没有明确的敏捷方法
- 管理工具：Excel
- 敏捷教练
 - 覆盖整个部门

转型过程

- 可视化工作项，按迭代管控进度和目标
- 迭代内容集中在开发交付
- 增强开发和测试人员的协作，但还没有形成开发和测试的共同迭代计划 and 目标
- 项目发布计划明晰
- 按应用统一管理多项目需求池雏形，但PO还没有责权负责统一需求池，需求条目由咨询师来初步形成

转型效果

continuous delivery technical excellence
efficient customer collaboration



国内某电信设备公司IT

work together interactions
effective responding to change

- 产品开发
 - 2008/9年
 - 版本火车拉齐交付时间
 - 团队级/项目级敏捷 > 版本级敏捷 > 产品级敏捷

比较好

1. 团队敏捷
2. 开发和测试协作
3. 质量指标为改进导向
4. 迭代开发，持续集成，自动化工厂

需要改进的

1. 以瀑布的方式推行敏捷
2. 筒仓，没介入前端和后端
3. 推行路标太保守
4. 工具和方法孤岛

- IT
 - 2013年，IT在小范围，小团队围尝试了敏捷，基本采用Scrum的运作方式。虽然，团队运作有所提升，但是产品和价值流端到端没有明显的改进。
 - 2013年底，IT决定大规模的实施敏捷。

continuous delivery technical excellence
efficient customer collaboration



变革效果——愿景

业务目标

信息技术工程部承诺：

- 1、全心全意满足客户需求，努力提升IT效率，IT需求实现周期缩短xx%
- 4、关键业务系统挑战“0”故障；

应用实施部承诺：

达成客户满意

- 产能扩大大“x”倍
 - 交付周期整体缩短xx%，提升效率
- 质量提升“x”倍
 - 生产环境缺陷密度下降xx%
- 易用性提升“x”倍
- “x”周一上线
 - 具备每周交付上线能力，可以快速支撑业务变化
 - 不影响业务运作升级IT系统

IT诉求：

1. 加速产品版本交付，缩短交付周期
2. 加速问题优化速度

系统运行支撑部承诺：

1. 关键业务系统挑战“0”故障；
2. 对业务自行开发系统提供“1站式”服务，基础设施部署“1周”完成，云服务“1小时”提供。

2014年

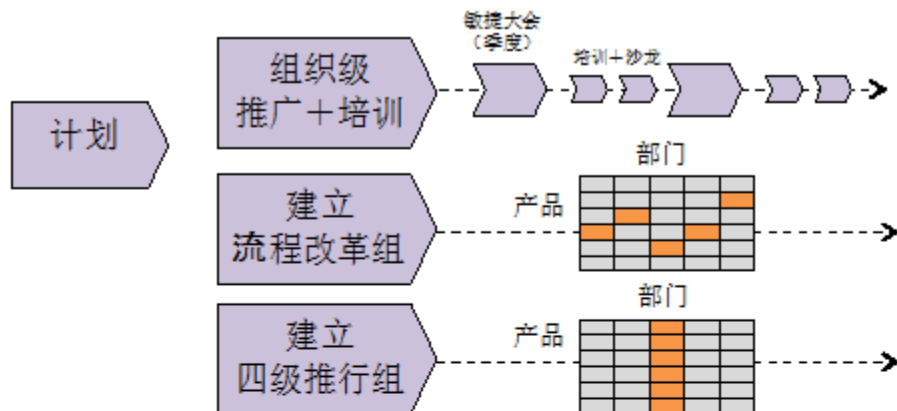
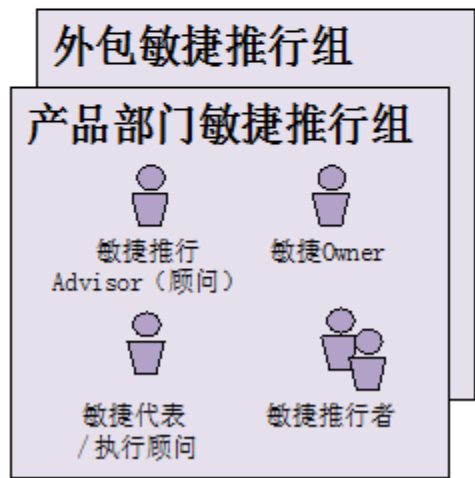
范围：

xx%的IT子产品试点敏捷。

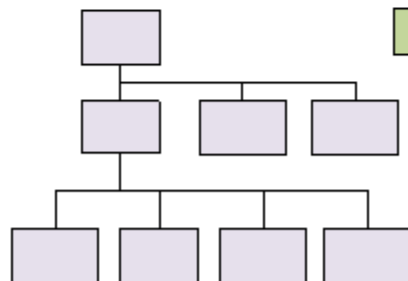
目标：

- 1、试点产品IT需求实现周期缩短xx%！
- 2、试点产品具备xx周敏捷交付能力！
- 3、试点产品1/2级应用类重大事件数降低xx%，生产环境缺陷密度降低xx%

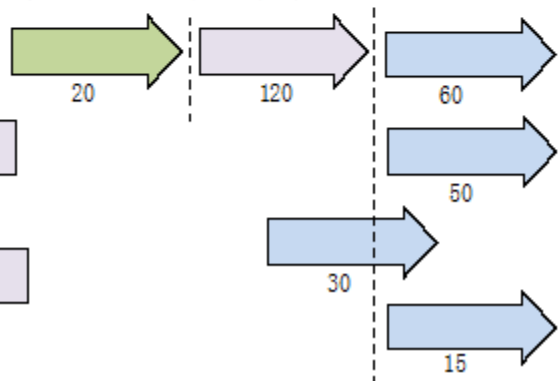
变革效果——路线图



产品部门结构

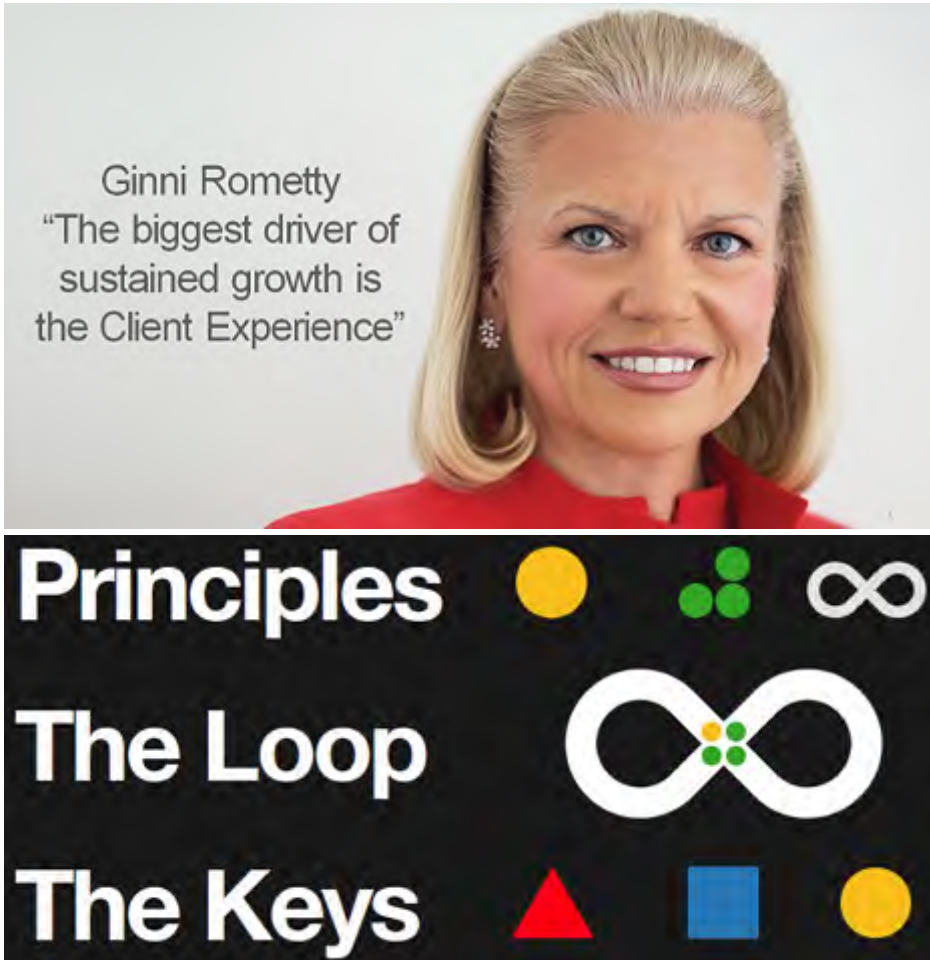


产品推行路标



continuous delivery technical excellence
efficient customer collaboration

使用IBM设计思维识别挑战和目标



IBM Design Thinking
is a framework for
delivering great user
experiences to our
clients.

IBM Design Thinking——原则

Principles >

See problems and solutions from a new point of view.



A focus on user outcomes >

When you use IBM Design Thinking, put your users' needs first.



Multidisciplinary teams >

Collaborate across disciplines to move faster and work smarter.



Restless reinvention >

Everything is a prototype. Listen, learn, and course-correct.

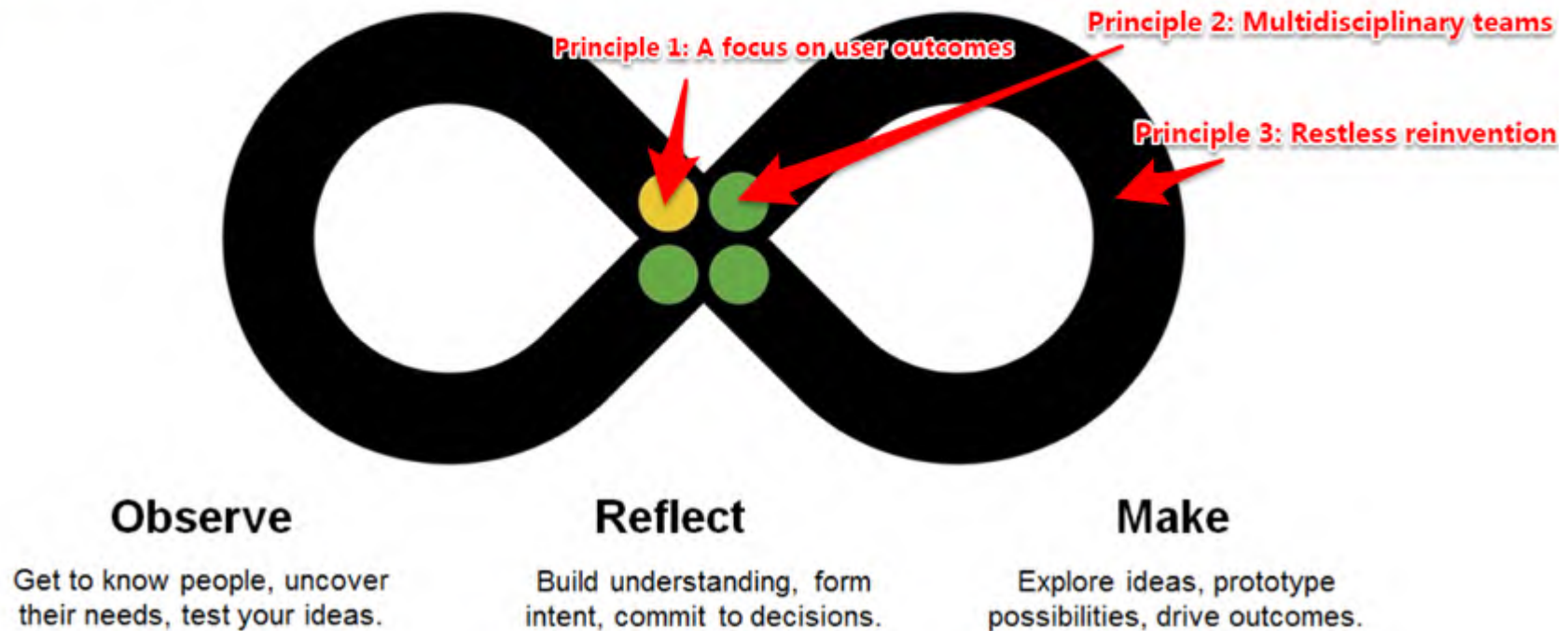


IBM Design Thinking——循环

work together interactions
effective responding to change

The Loop

Understand users' needs and deliver outcomes continuously.



continuous delivery technical excellence
efficient customer collaboration



IBM Design Thinking——关键实践

work together interactions
effective responding to change

The Keys >

Scale your practice to complex problems and complex teams.



Hills >

Align your team around specific, worthwhile outcomes to achieve.



Playbacks >

Reflect together in a safe space to give and receive criticism.



Sponsor Users >

Give users a seat at the table. Invite them to observe, reflect, and make with you.

continuous delivery technical excellence
efficient customer collaboration



通过设计实践进行头脑风暴



干系人图



同理心图



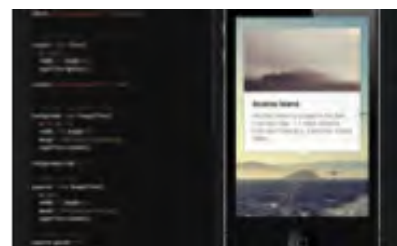
场景图



故事地图



线框图



技术原型



反馈表格



优先级表格

用户画像



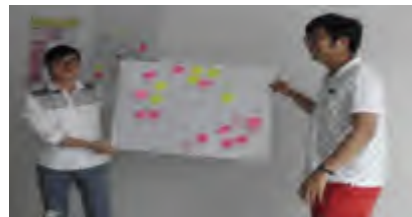
营销



产品经理



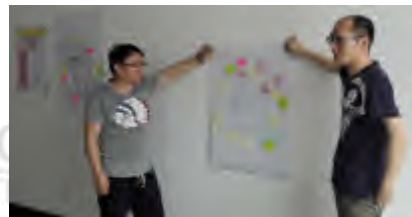
开发



测试



运维



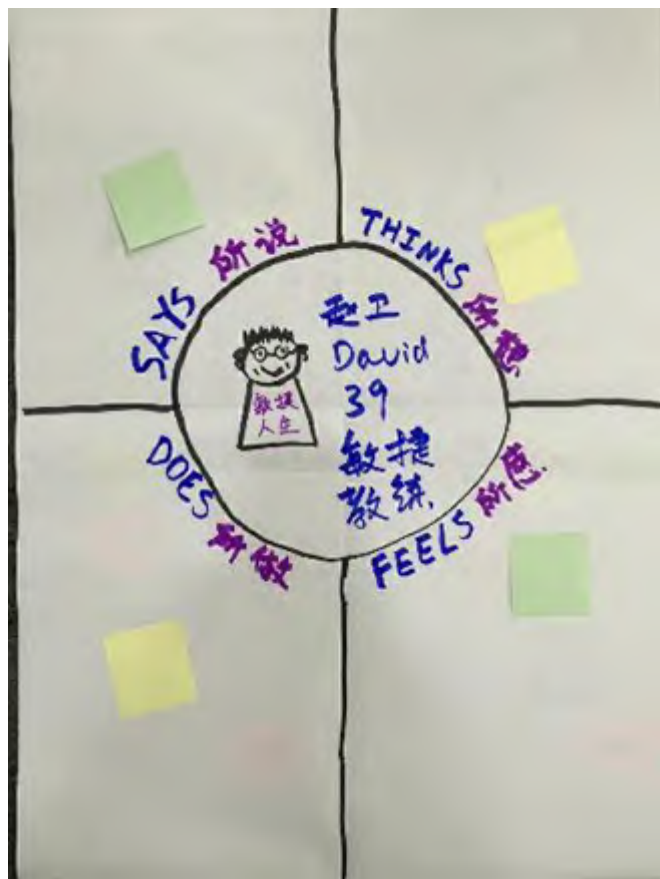
项目经理



PMO



用户画像



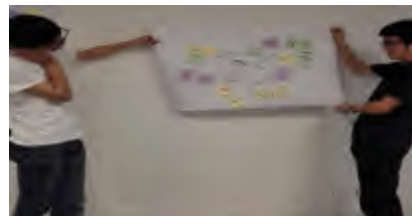
营销



项目经理



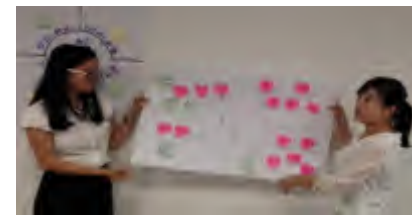
产品经理



开发



测试



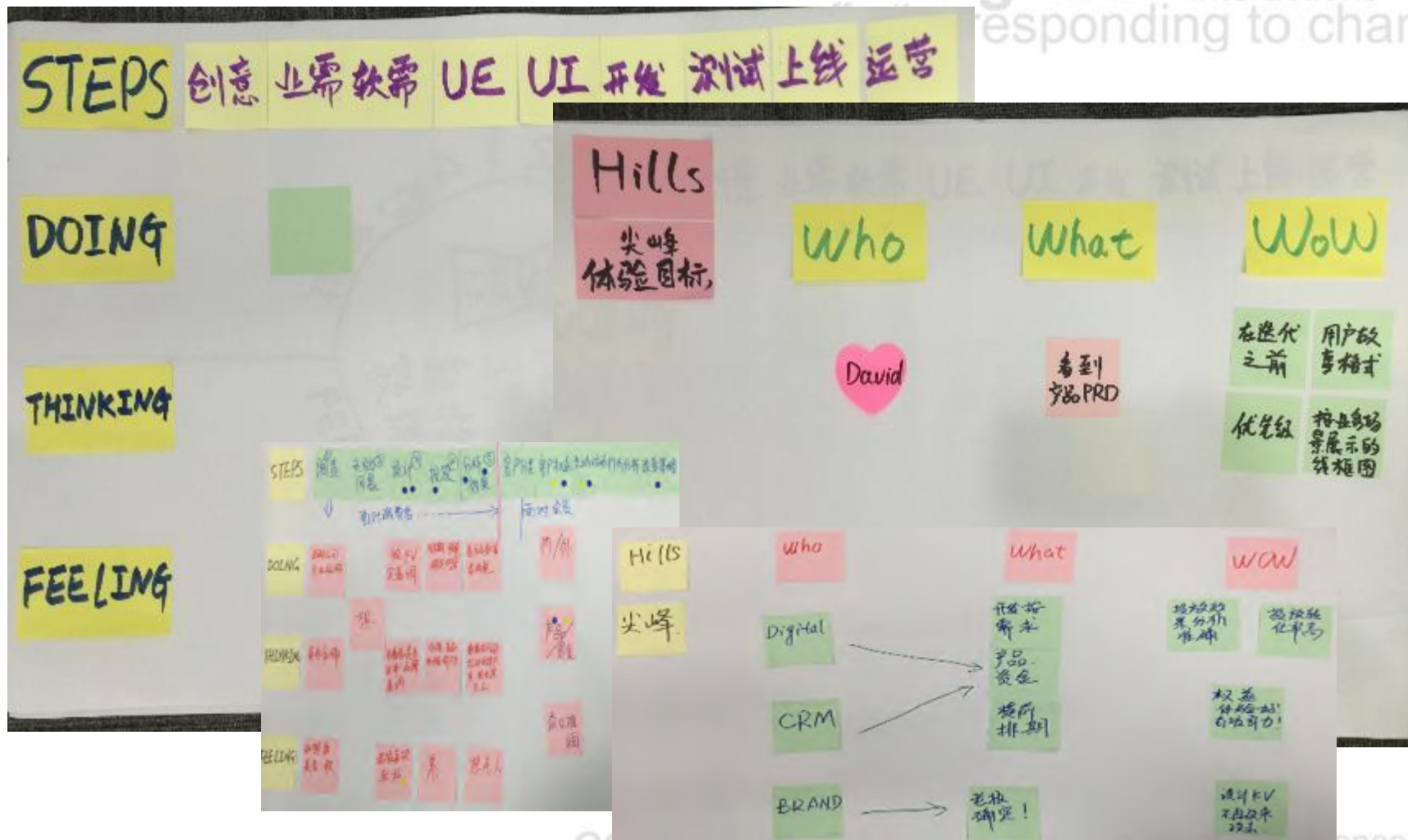
运维



PMO

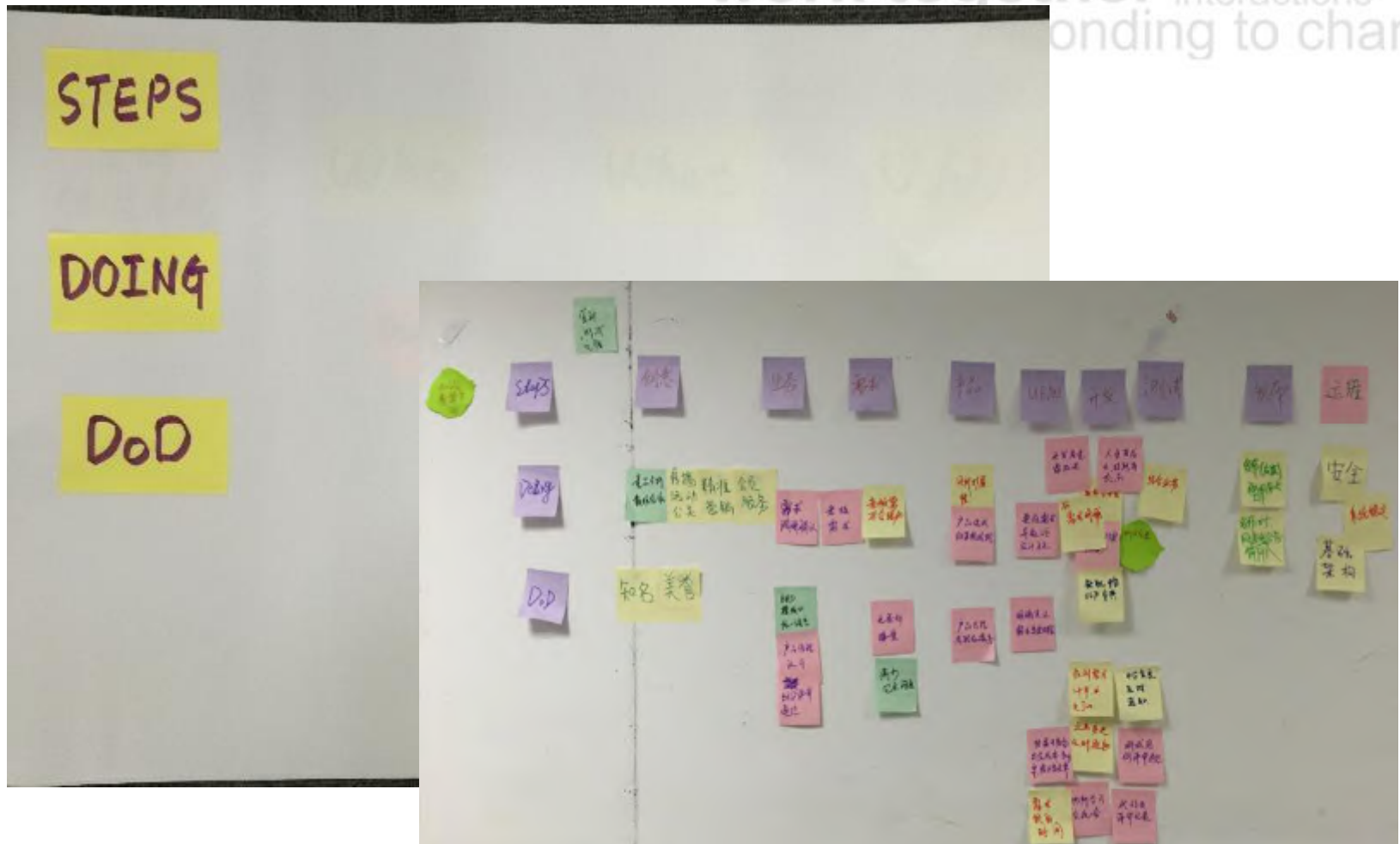


现在的协作体验旅程&尖峰体验目标



未来体验旅程

work together interactions
bonding to change



continuous delivery technical excellence
efficient customer collaboration

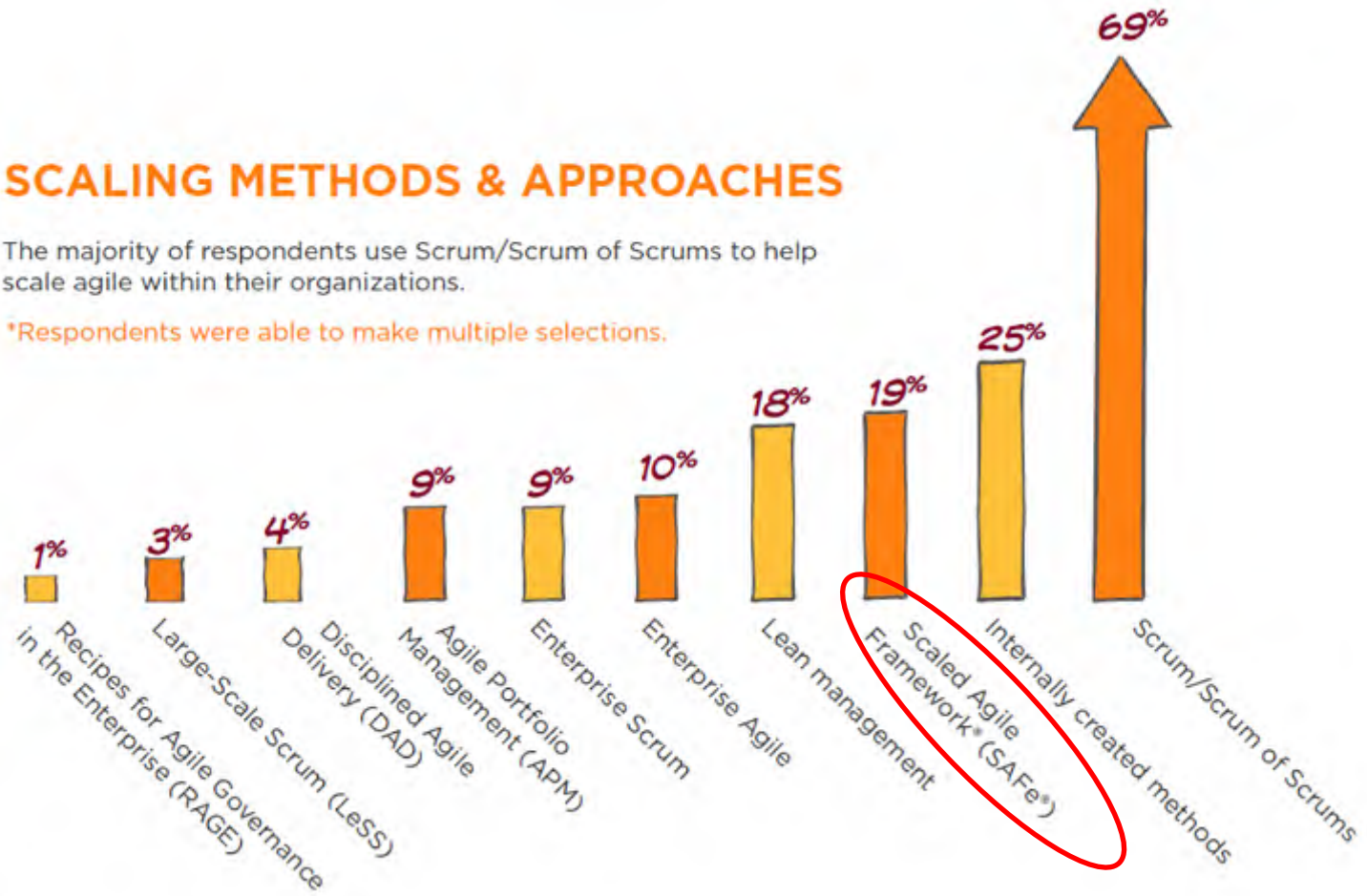
变革效果——目标运作模型

work together interactions
effective responding to change

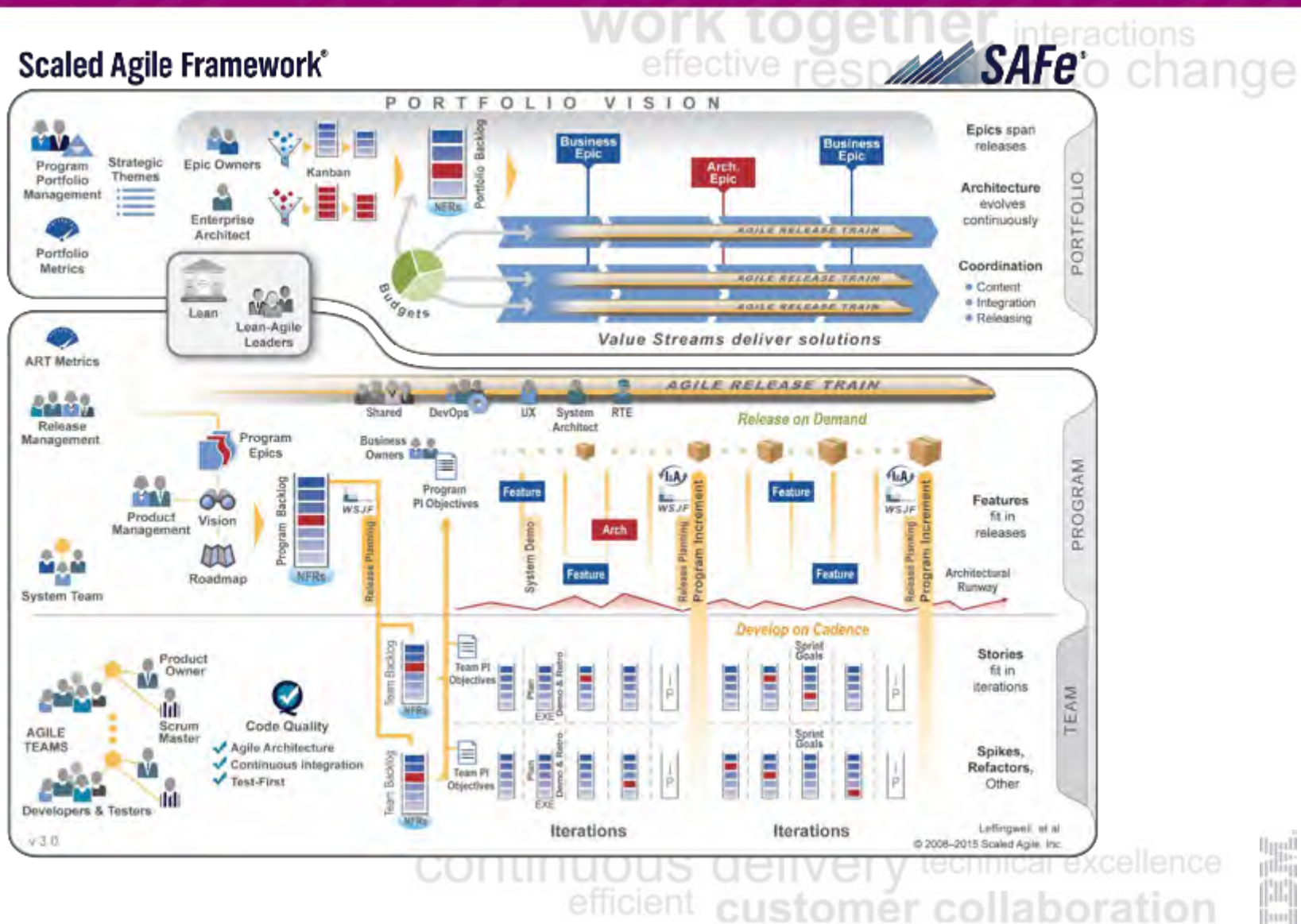
SCALING METHODS & APPROACHES

The majority of respondents use Scrum/Scrum of Scrums to help scale agile within their organizations.

*Respondents were able to make multiple selections.

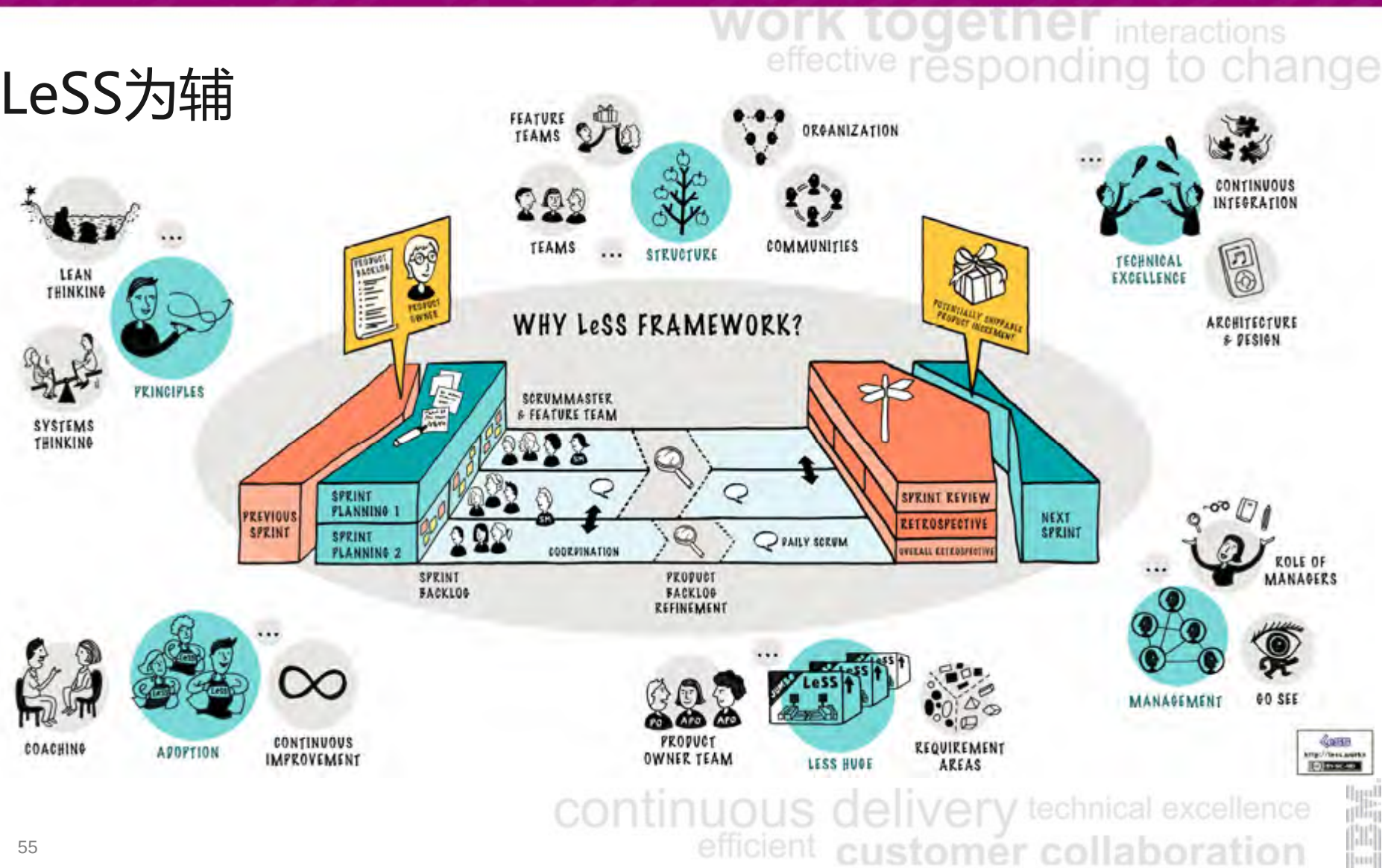


54

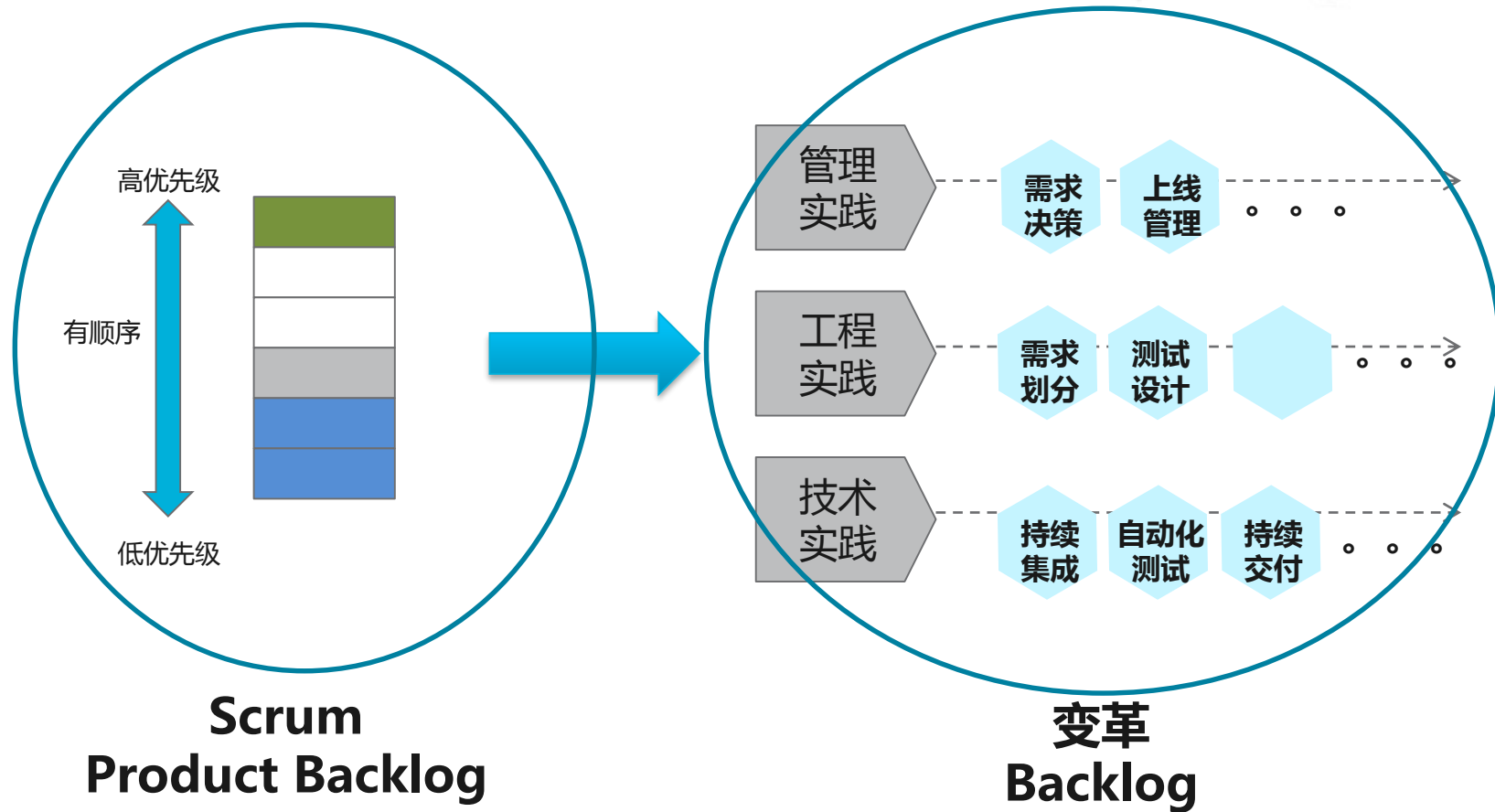


变革效果——目标运作模型

LeSS为辅



变革效果——变革Backlog





谢谢！

赵卫，敏捷教练及顾问

IBM大中华区敏捷及DevOps卓越中心

