

用设计思维唤醒团队 活力和创造力

张荷芳
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下一代
软件研发
SOFTWARE
DEVELOPMENT

声明

This document intends to represent the views of the author rather than IBM.

本文档仅代表作者观点，与IBM无关。

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GDPS Active Active



IBM QSE Agile Community

要点

1. 团队困境
 - 项目背景
 - BIG BAN V1.0简介
2. 小试设计思维——寻找可能的原因和解决方案
3. 设计思维简介
 - 心态
 - 阶段
 - 方法、工具
4. 引入设计思维，共创BIG BAN V2.0
 - 团队骨干的设计思维工作坊
 - 全体团队成员的设计思维工作坊
5. 实施BIG BAN V2.0
6. 总结

团队困境

项目背景

1

开发模式

自项目成立**20**多年来一直使用瀑布型开发

痛点

团队成员习惯于命令－控制工作模式

2

市场挑战

自**2011**以来成为公司战略方案的关键产品

商业需求

一种新的开发模式能够快速交付高质量的产品

3

引入变化

自**2016**起应用 Agile/Scrum

困境

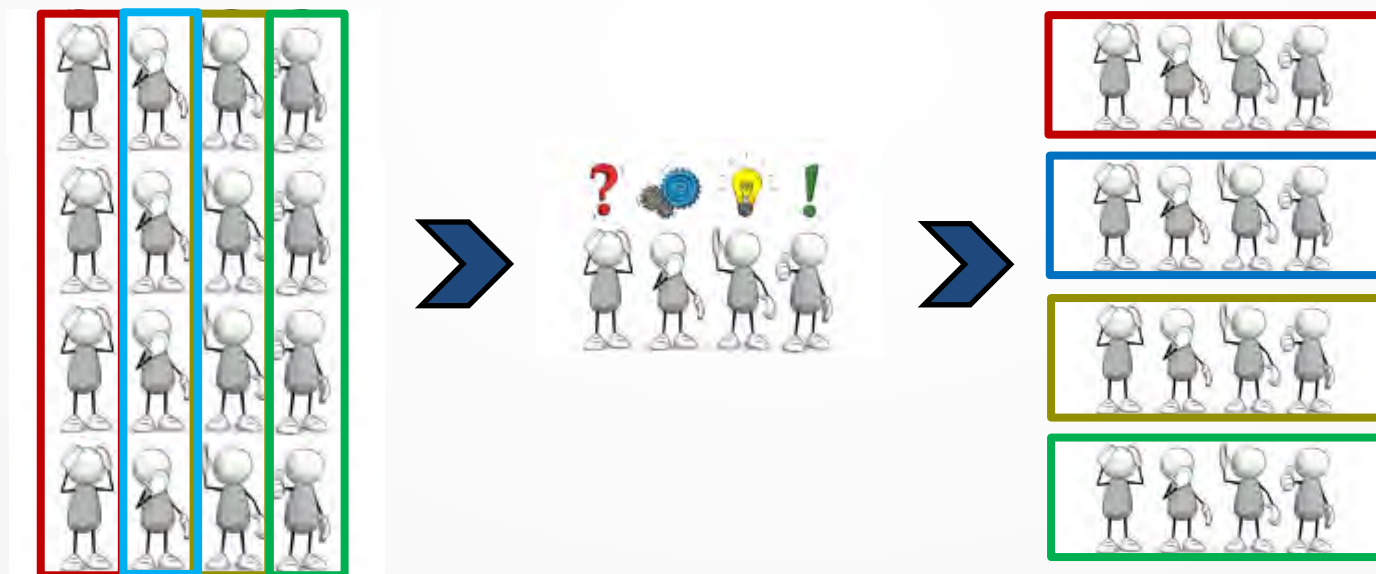
并未得到期望的惊人的效果，团队很多抱怨



**BIG BAN
V1.0**

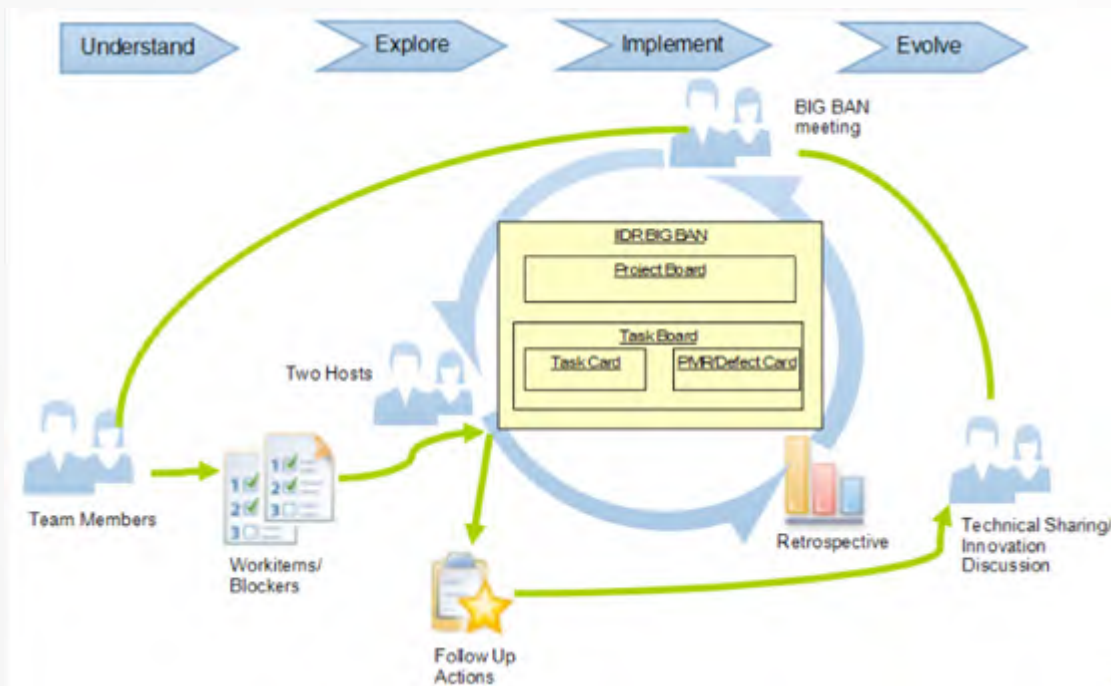
Big Ban V1.0 – 准备

- 将团队从功能团队重组为scrum 团队

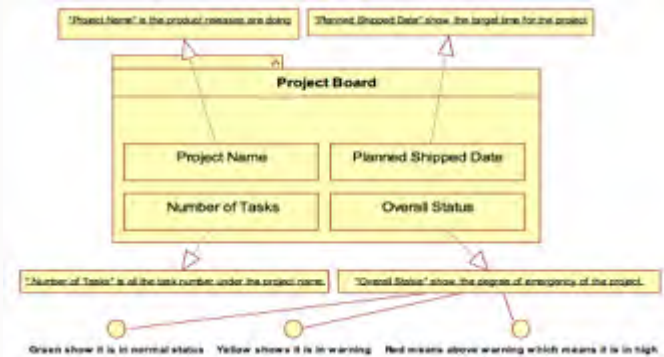


Big Ban V1.0 – 设计

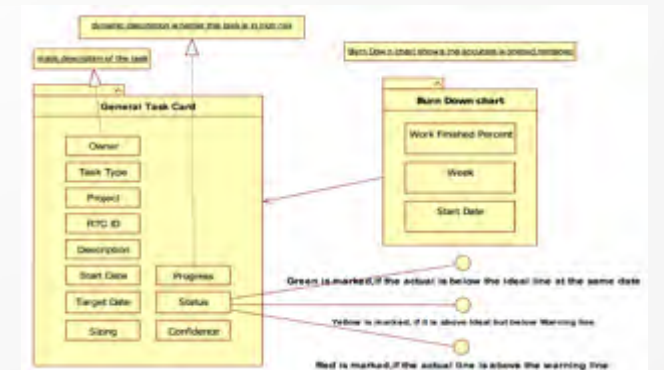
• 关键组件及系统



• 项目卡设计



• 任务卡设计



Big Ban V1.0 – 实现

- 物理白板，开放工作区，每周站会



Big Ban V1.0 – 结果

- 知识
 - 对Agile, Scrum有了基本的认识
- 实践
 - 看板, Epic/Story/Task, 燃尽图
 - 站会
 - 工具：Whiteboard, RTC, BOX, Mural
 - 游戏
- 抱怨
 - 开会效率太低, 总是拖延
 - 不是每个人每次都有机会发言
 - 很多人对别人的发言不感兴趣或漠不关心
 - 形式主义
 - **气氛压抑, 不开心!**

"...Usually members only focus on what they are currently working, so we only need a lightweight meeting minutes in case for review. Status email should be enough for me because it will be useless after a week. Agile is encouraging off-line communication, and quick status update..."

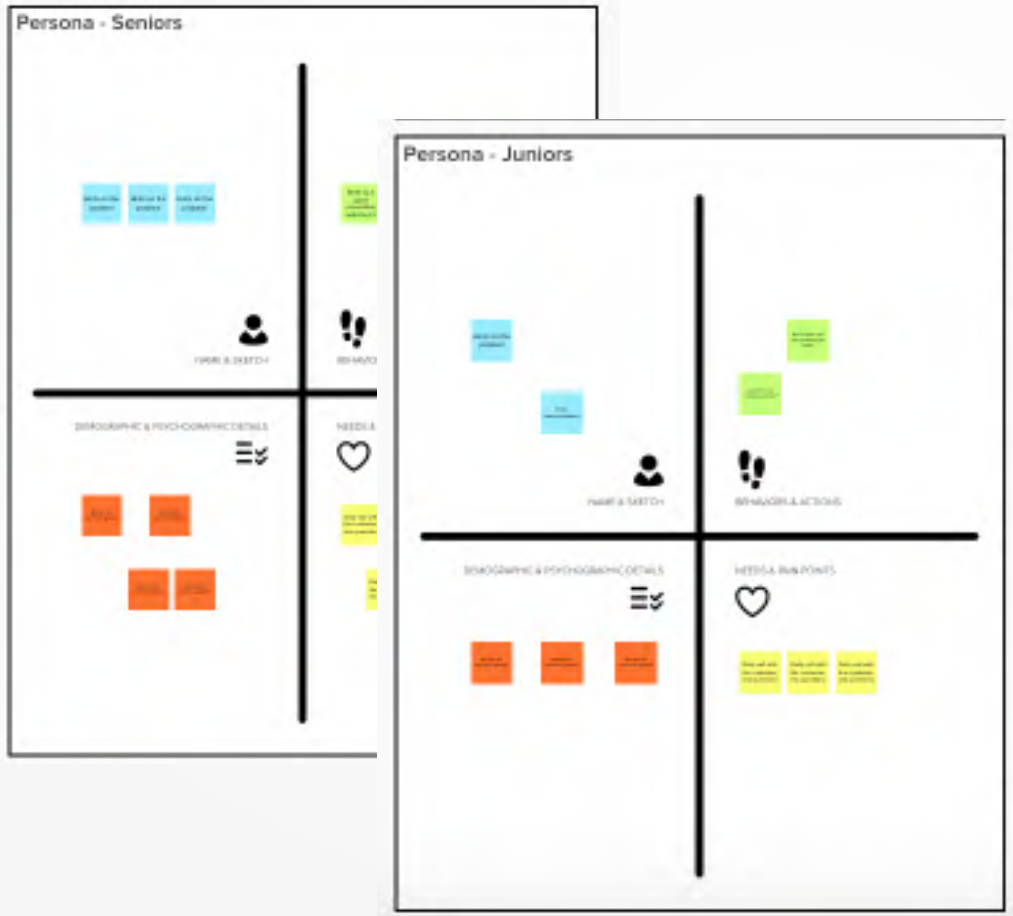


小试设计思维

步骤1: 定义问题

如何才能让团队接受Agile工作方式？
How can I enable the team with Agile
working style?

步骤2: 理解——人物画像Persona



资深成员

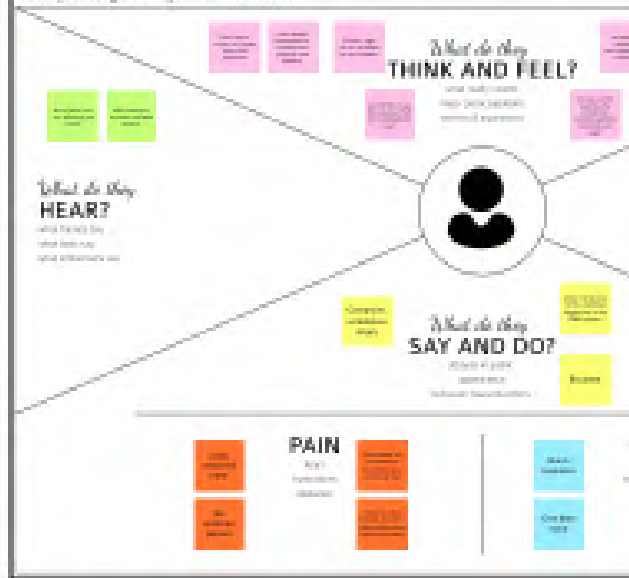
- 工作年限 >5 年
- 占比 9/16
- 其中有 3 人工作年限 >10
- 男女比例 = 1:1
-

年轻成员

- 工作年限 <5 年
- 占比 7/16
- 其中有 3 人工作年限 <3
- 男女比例 = 1:1
-

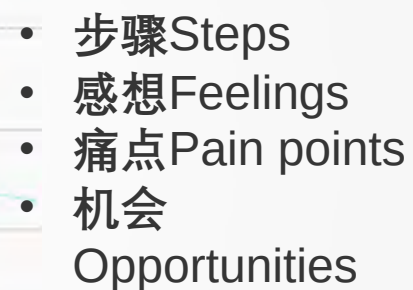
步骤2: 理解——同理心图Empathy Map

Empathy Map - Seniors

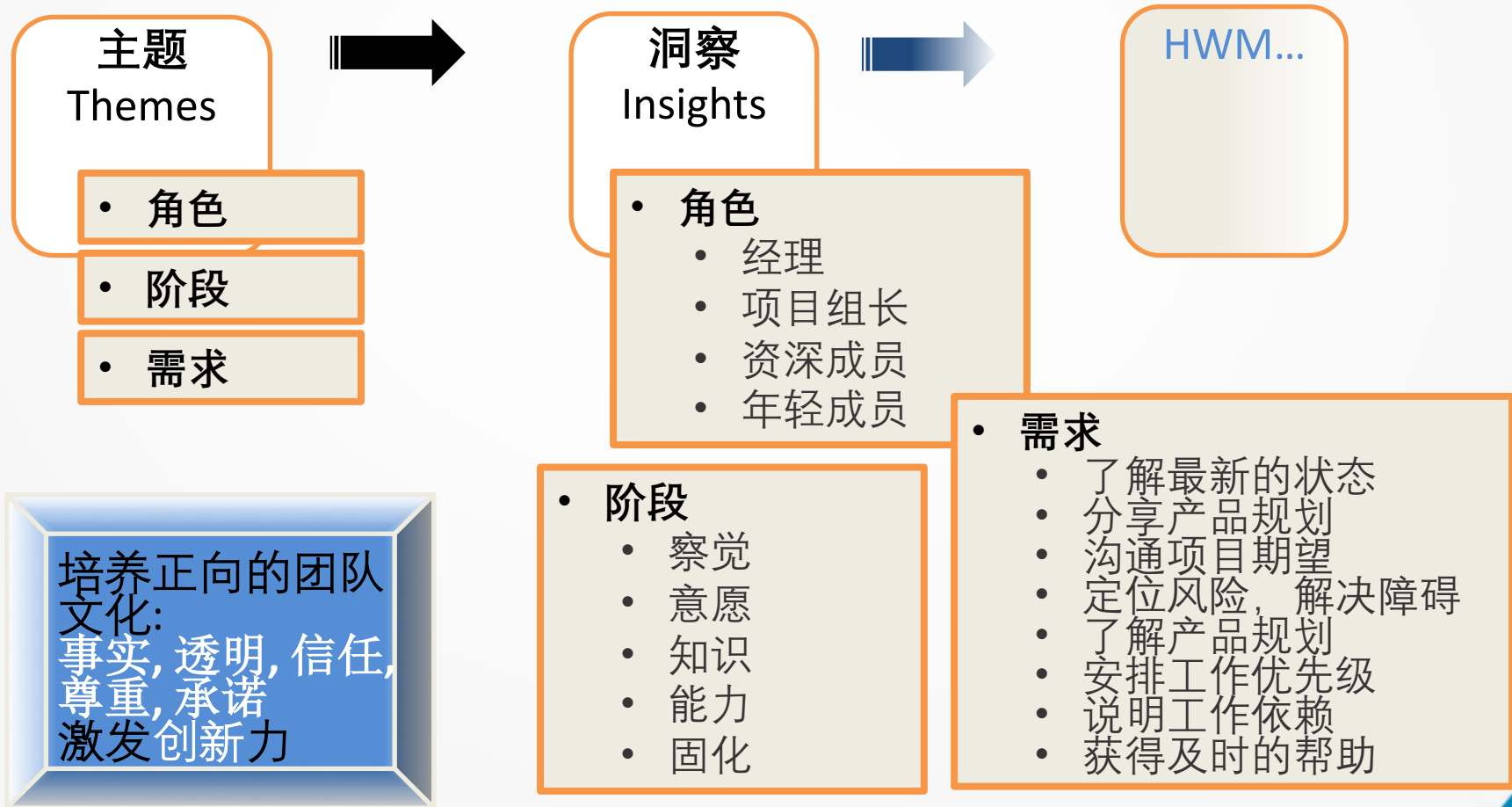


Empathy Map - Juniors





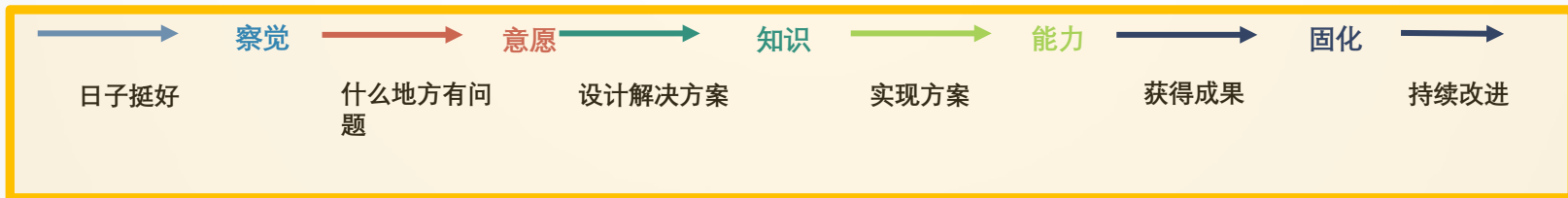
步骤4: 构思——头脑风暴



步骤4: 构思——解决方案、收获

- **根本原因**

- 矛盾：使用命令—控制的方法引入协作的工作风格
- 没有预先意识到团队成员的思想处于不同阶段（变革管理）



- 没有考虑到不同的人有不同需求和期望
- **解决方案和基本原则**
 - 使用协作的方式引入协作
 - 确保每个人的理解和期望是一致的
 - 设计BIGBAN V2.0 来满足不同的需要
- **以上这些，看起来正是设计思维做的事情！**

设计思维简介

什么是设计思维 (from wikipedia:https://en.wikipedia.org/wiki/Design_thinking)

设计思维指的是设计师在设计过程中用到的创造性策略。

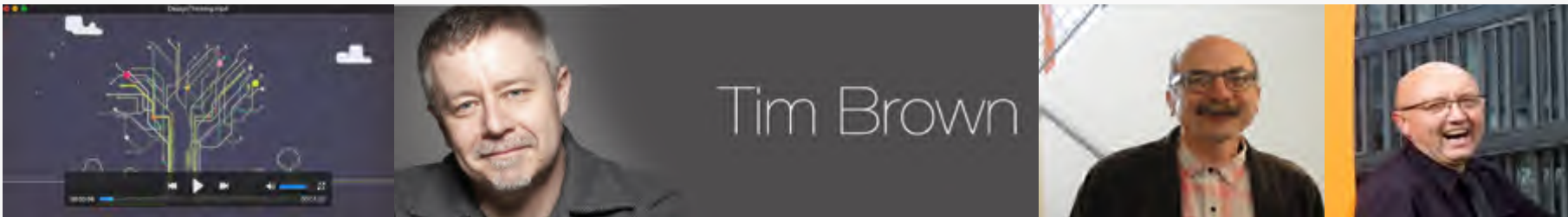
Design thinking refers to creative strategies designers utilize during the process of designing.

设计思维也是一种方法，一种能被用来考虑问题、解决问题的手段，其涵义已超出专业设计领域，而被用于商业、社交等领域。

Design thinking is also an approach that can be used to consider issues, with a means to help resolve these issues, more broadly than within professional design practice and has been applied in business as well as social issues.

商业领域的设计思维使用设计师的敏锐和方法去发现用户的真实需求、讨论方案技术可行性、并将其从战略转化为客户价值和市场机会。

Design thinking in business uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity.



7种心态

(FROM IDEO.org-<http://www.designkit.org/mindsets>)

Learn from Failure

"Don't think of it as failure, think of it as designing experiments through which you're going to learn."

Failure is an incredibly powerful tool for learning. Designing experiments, prototypes, and interactions and testing them is at the heart of human-centered design. So is an understanding that not all of them are going to work. As we seek to solve big problems, we're bound to fail. But if we adopt the right mindset, we'll inevitably learn something from that failure.

错中学

Make It

"You're taking risk out of the process by making something simple first. And you always learn lessons from it."

As human-centered designers, we make because we believe in the power of tangibility and we know that making an idea real is a fantastic way to think it through. When the goal is to get impactful solutions out into the world you can't stay in the realm of theory. You have to make your ideas real.

把它做出来

Creative Confidence

"Creative confidence is the notion that you have big ideas, and that you have the ability to act on them."

Anyone can approach the world like a designer. Often all it takes to unlock that potential as a dynamic problem solver is creative confidence. Creative confidence is the belief that everyone is creative, and that creativity isn't the capacity to draw or compose or sculpt, but a way of approaching the world.

创新自信力

Empathy

"I can't come up with any new ideas if all I do is exist in my own life."

Empathy is the capacity to step into other people's shoes, to understand their lives, and start to solve problems from their perspectives. Human-centered design is premised on empathy, on the idea that the people you're designing for are your roadmap to innovative solutions. All you have to do is empathize, understand them, and bring them along with you in the design process.

同理心

7种心态

(FROM IDEO.org-<http://www.designkit.org/mindsets>)

Embrace Ambiguity

"We may not know what that answer is, but we know that we have to give ourselves permission to explore."

Human-centered designers always start from the place of not knowing the answer to the problem they're looking to solve. And though that's not particularly comfortable, it allows us to open up creatively, to pursue lots of different ideas, and to arrive at unexpected solutions. Embracing ambiguity allows us to give ourselves permission to be fantastically creative.

拥抱不确定性

Be Optimistic

"Optimism is the thing that drives you forward."

We believe that design is inherently optimistic. To take on a big challenge, especially one as large and intractable as poverty, we have to believe that progress is even an option. If we didn't, we wouldn't even try. Optimism is the embrace of possibility, the idea that even if we don't know the answer, that it's out there and that we can find it.

保持乐观

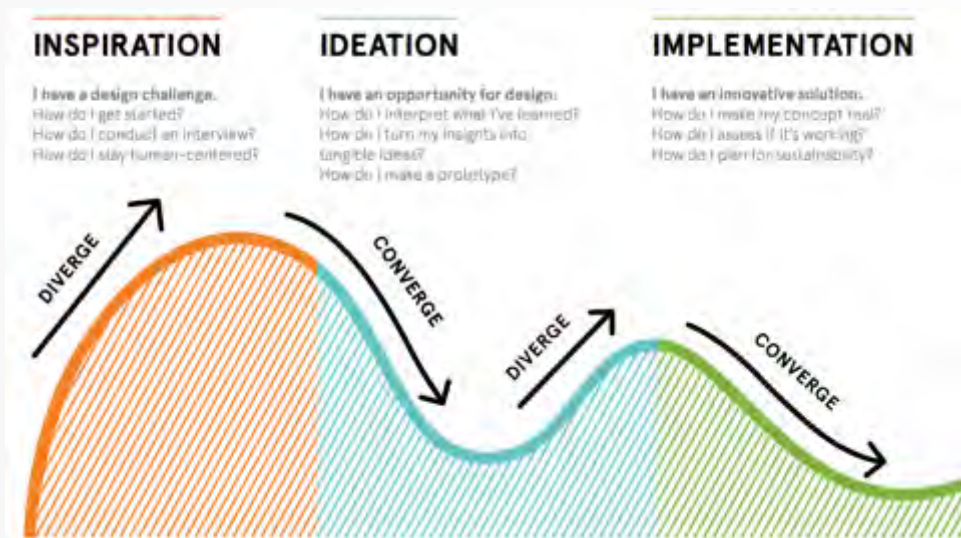
Iterate, Iterate, Iterate

"What an iterative approach affords us is that we gain validation along the way...because we're hearing from the people we're actually designing for."

Human-centered design is an inherently iterative approach to solving problems because it makes feedback from the people we're designing for a critical part of how a solution evolves. By continually iterating, refining, and improving our work we put ourselves in a place where we'll have more ideas, try a variety of approaches, unlock our creativity, and arrive more quickly at successful solutions.

迭代、迭代、迭代

阶段



IDEO 的设计思维
启发 → 构思 → 实现

IBM 的设计思维
观察 → 表达 → 实现

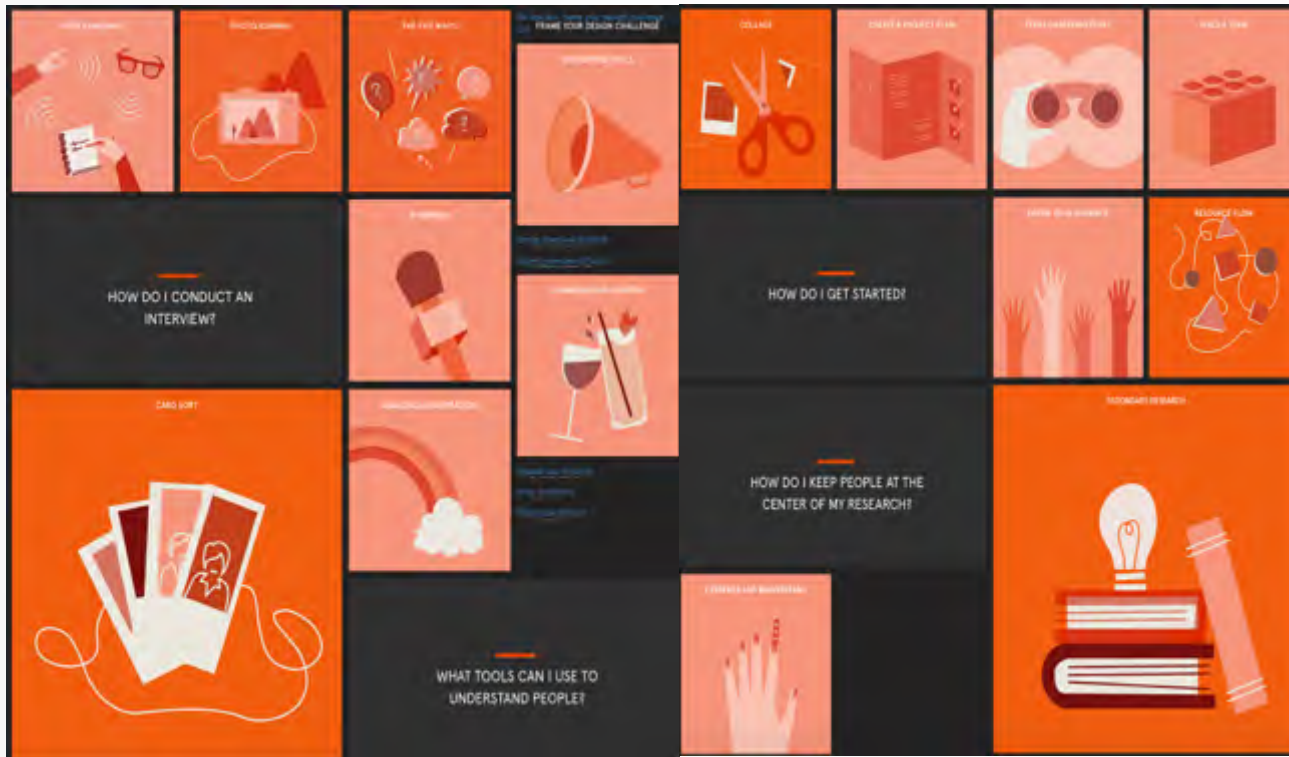


OBSERVE
Set aside your assumptions and dive head-first into your users' world. Observing is about taking it all in and seeing what others look past.

REFLECT
Reflection is the birthplace of understanding and intent. Look within to synthesize what you've learned, articulate a point of view, and come up with a plan.

MAKE
What are the possibilities? Making is about giving concrete form to abstract ideas. It's about exploring boundless possibility and turning intent into reality.

启发阶段的方法 (IDEO: <http://www.designkit.org/methods#filter>)

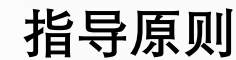


指导原则

- 向研究对象学习
- 向专家学习
- 将自己放入情境
- 类比以寻找灵感

方法

- 采访
- 5个为什么
- 日记、照片剪影
- 客户旅程
- 卡片排序
- 同理心图
- ...



- 可视化
- 反复检查
- 将收获转化成机会

方法

- 头脑防暴
- 找出主题
- 现状情境图
- 描述洞察
- HMW 我们如何能够…
- 共创工作坊
- …

实现阶段的方法 (IDEO: <http://www.designkit.org/methods#filter>)



指导原则

- 确定做哪部分的原型
- 做出原型
- 测试原型收集反馈
- 根据反馈进行迭代

方法

- 原型
- 试点
- 旅行地图
- 建立伙伴关系
- 度量 and 评估
- ...

引入设计思维，共创 BIG BAN V2.0

团队骨干的设计思维工作坊

步骤1: 定义对象

- 项目组长
- 意见领袖
- 创新者
- 人数占比 1/4

察觉



意愿

步骤2: 说明目标

- 重塑 BIG BAN 系统
- 加强成员的自我管理及团队协作
- 激发创新
- 有趣!

步骤3: 启发——小组访谈

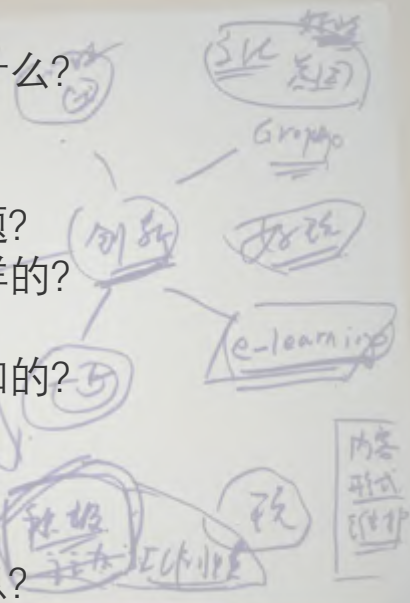
- 痛点
- 期望



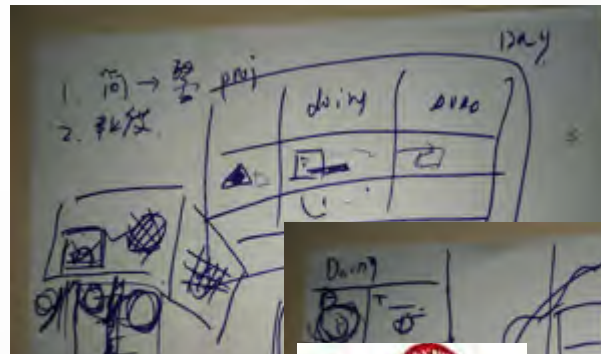
团队骨干的设计思维工作坊

步骤4: 构思——头脑风暴

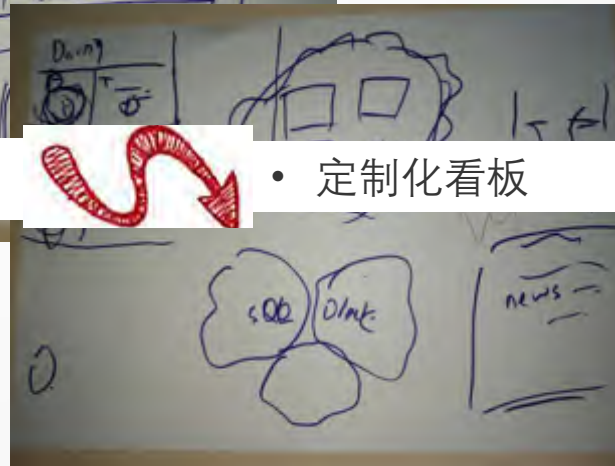
- 今天我的工作是什么?
- 今天他 / 她的工作是什么?
- 有什么我能帮忙的?
- 有没有谁需要我帮忙?
- 谁能帮忙解决我的问题?
- 项目的整体状况是怎样的?
- 产品规划是怎样的?
- 有什么活动是我能参加的?
- 有什么好玩的?
- 他 / 她今天上班吗?
- 他 / 她今天心情如何?
- 如何提供以上这些信息?



步骤5: 实现——原型



- 经典看板



- 定制化看板

全体成员的设计思维工作坊

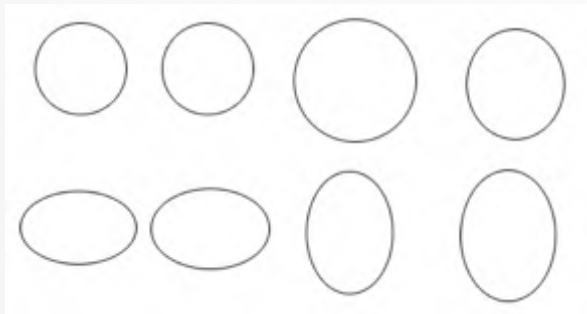
准备

- 提前订好合适的会议室，发出会议邀请，声明不要带电脑
- 准备好文具：几张大白纸，一些A4纸，各种彩笔，即时贴，尺子，剪刀…
- 写出会议流程
- 挑选好游戏

共创

步骤1: 热身——每个人都有创照力

- 游戏：圆圈添笔成画



全体成员的设计思维工作坊

共创

步骤2: 简单说明共创规则

步骤3: 定义当前困境

步骤4: 分成4个小组进行小组讨论、设计——发散



全体成员的设计思维工作坊

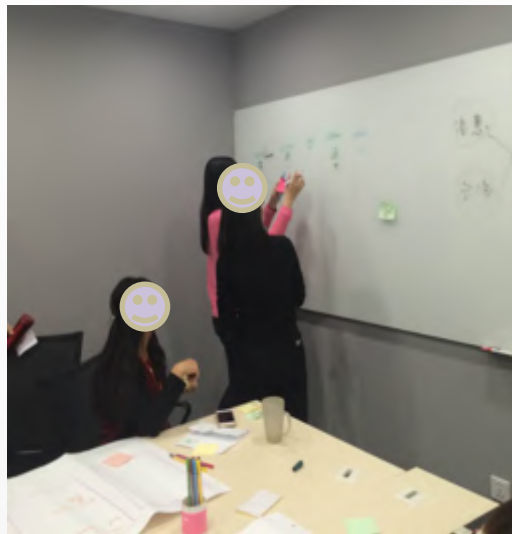
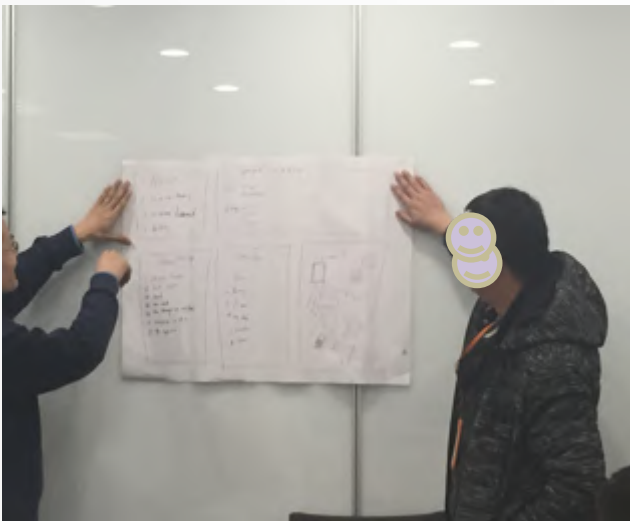
共创

步骤5: 小组演说——发散

步骤6: 投票——只针对喜欢的板块——收敛

步骤7: 总结——收敛

步骤8: 讨论实现方案和持续改进计划



实施BIG BAN V2.0

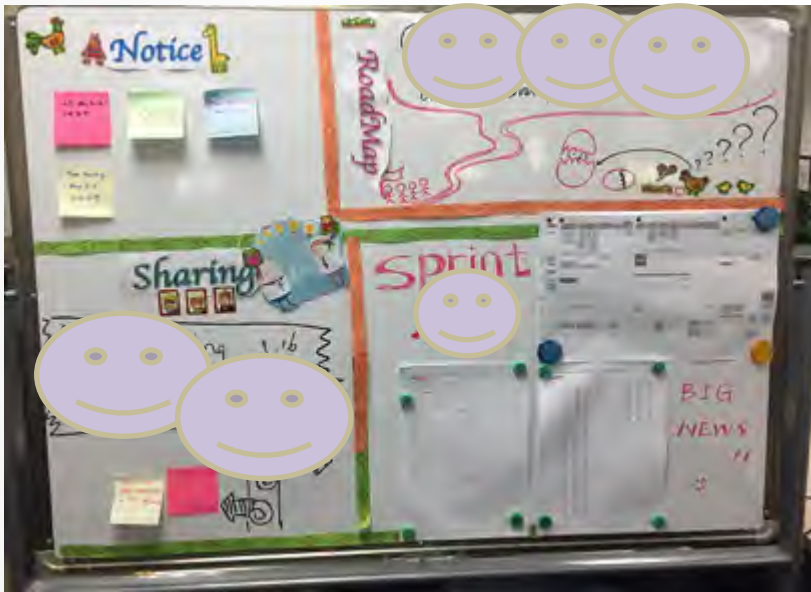
实现方案

每个版块都由版主负责每日更新



持续改进

每月收集反馈，根据反馈做出改进
成立3个学习小组负责不同的方面：技术、创新、软技能
由创新学习小组跟踪反馈和改进



设计思维可以应用于任何场景, 不断迭代终可成

设计思维



变革管理



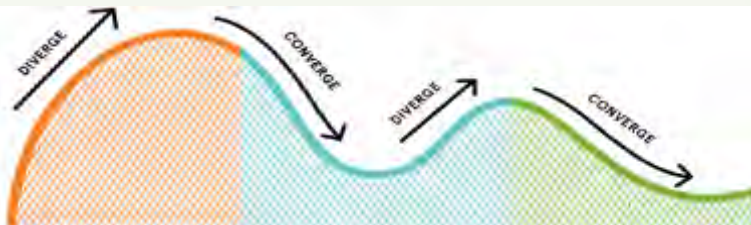
创新团队

阶段

步骤

方法

INSPIRATION IDEATION IMPLEMENTATION



Five Whys
Conversation Starter
Empathy Map

Brainstorm
Find Themes
As-Is Scenario Map

HMW
Co-creation Session

Prototype
Pilot
Journey Map
Build Partnership

Measure and Evaluate

阶段

察觉

意愿

知识

能力

固化

步骤

日子挺好

什么地方有问题

设计解决方案

实施方案

获得成果

持续改进

系统
心态
关系
价值观

BIG BAN V1.0
僵化、服从命令
雇佣、同事

以人为本；信任；创新自信力；做中学；迭代、迭代、迭代



BIG BAN V2.0
创新、自我管理
联盟、伙伴

感谢

感谢IBM Infosphere Data Replication项目组所有成员积极参与、群策群力、贡献智慧。

感谢吴舜贤老师介绍设计思维于我。

感谢龙乔老师分享变革管理启发我的思考。

*Thank
You!*