

# 勇敢者游戏

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下研发  
软件研发  
SOFTWARE  
DEVELOPMENT

# Agenda

0. 什么是勇敢者
1. 为什么需要变革
2. 体验游戏
3. 勇敢者变革模式
3. 总结

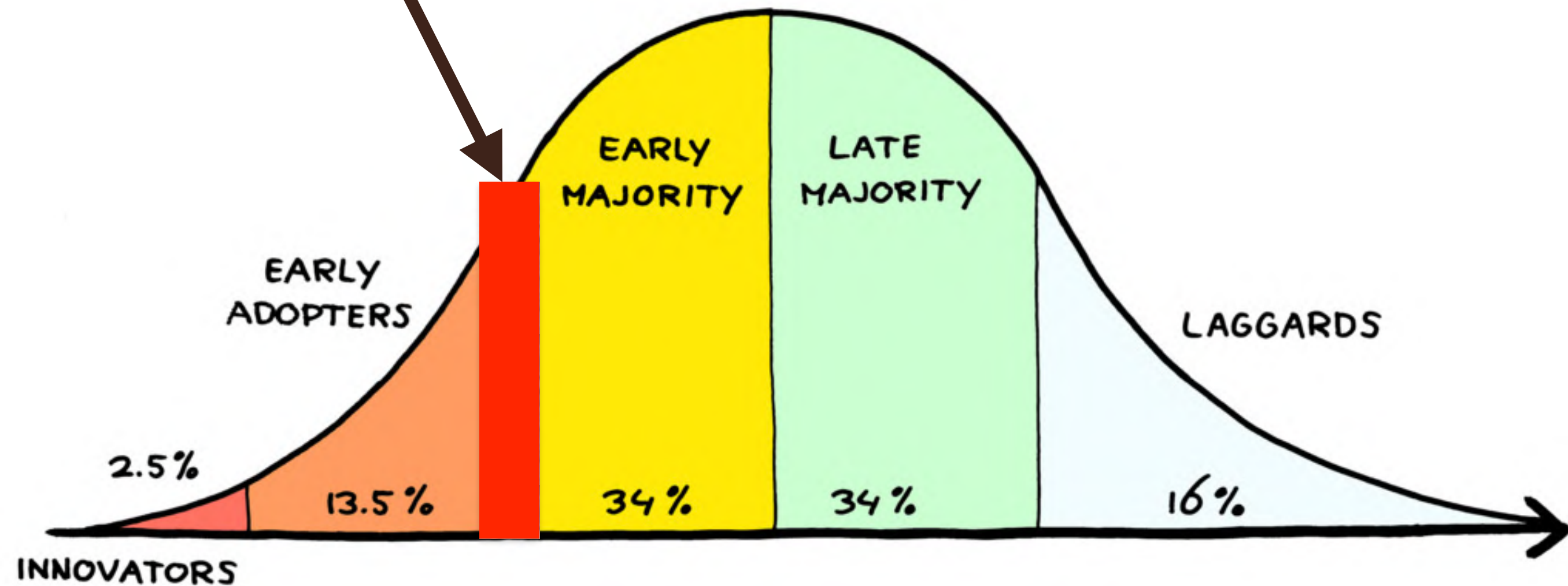


# 勇敢者

- ◆ 勇敢者（变革者）
- ◆ 跟随者



鸿沟



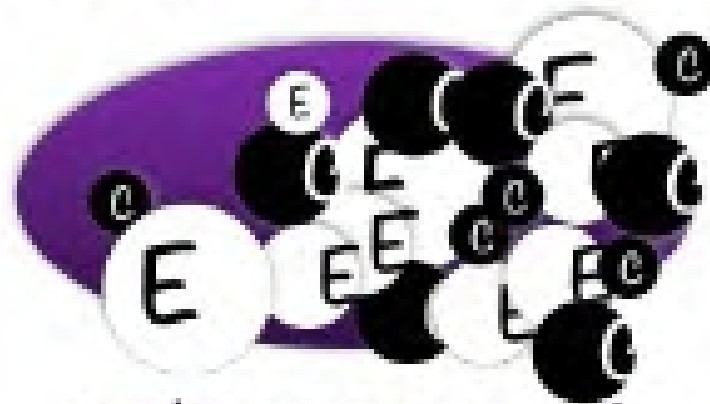


# 为什么需要变革



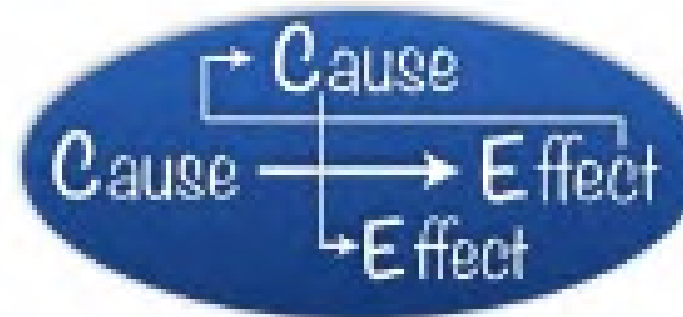
试错迭代

Complex



probe-sense-respond

Complicated



sense-analyze-respond

专家分析

危机管理

Chaotic



act-sense-respond

Obvious



sense-categorise-respond

最佳实践

David  
Coggins

# The New New Product Development Game

Hiroataka Takeuchi and Ikujiro Nonaka

**T**he rules of the game in new product development are changing. Many companies have discovered that it takes more than the accepted basics of high quality, low cost, and differentiation to excel in today's competitive market. It also takes speed and flexibility.

This change is reflected in the emphasis companies are placing on new products as a source of new sales and profits. At 3M, for example, products less than five years old account for 25% of sales. A 1981 survey of 700 U.S. companies indicated that new products

would account for one-third of all profits in the 1980s, an increase from one-fifth in the 1970s.<sup>1</sup>

This new emphasis on speed and flexibility calls for a different approach for managing new product development. The traditional sequential or "relay race" approach to product development—exemplified by the National Aeronautics and Space Administration's phased program planning (PPP) system—may conflict with the goals of maximum speed and flexibility. Instead, a holistic or "rugby" approach—where a team tries to go the distance as a unit, passing



# 游戏安排

- 0. 准备物料
- 1. 组建团队 (10分钟)
- 2. 介绍规则 (10分钟)
- 3. 开始游戏 (60分钟)
- 4. 团队反思 (10分钟)
- 5. 总体反思 (20分钟)



# 游戏规则



# 总结



“变革 ≈ 成长 ≈ 学习”

– BoB Jiang



# 互联网个人生存法则

- ◆ 输入系统
- ◆ 处理系统
- ◆ 输出系统



# 输入系统

- ◆ 实践
- ◆ 阅读
- ◆ 参加培训（比如CSM）、大会、以及各类线上的学习
- ◆ 观察



# 输出系统

- ◆ 写 <http://bobjiang.com>
- ◆ 分享
- ◆ 演讲
- ◆ 提供培训
- ◆ 干



# 处理系统

- ◆ 批判性思维
- ◆ 系统思考
- ◆ 逻辑思维
- ◆ 元认知能力



# 参考资料

- ◆ 《拥抱变革》
- ◆ 《从1到100用心求变》
- ◆ Fearless Journey



# 敏捷转型中心

## Center for Agile Transformation

- ◆ 中国第一家专注于组织敏捷性及领导力的咨询公司。
- ◆ 我们把发展敏捷组织和敏捷领导者视为我们的使命。
- ◆ 我们由中国第一批受过美国敏捷联盟专业认证的敏捷教练所组成。我们具备丰富的敏捷实践经验，也都热爱分享和服务我们的客户。



Certified Agile  
Leadership



Certified Scrum  
Master



Certified Scrum  
Product Owner



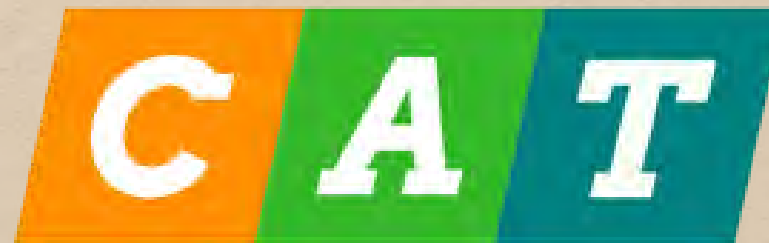
Certified Scrum  
Professional



Certified Scrum  
Trainer







Center for Agile Transformation

## 敏捷变革中心

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# About Me

- ◆ 敏捷教练、创新教练（旨在帮助企业改进工作方法以取得更好的商业价值）
- ◆ 中国北方第一位CST（Certified Scrum Trainer）
- ◆ 全球首批LeSS Friendly Scrum Trainer（LFST）
- ◆ 敏捷变革中心（<http://www.centerforagiletransformation.com>） 合伙人
- ◆ 宝宝说（<http://www.baobaotalk.com>） 创始人
- ◆ 敏捷一千零一夜（Agile1001）联合创始人
- ◆ 《Scrum精髓》的译者
- ◆ 博客 <http://www.bobjiang.com>
- ◆ 敏捷社区的守望者