TiD 2017
质量竞争力大会

超乎魔法--

IBM简化与敏捷转型之路

大中华区简化与敏捷委员会 执行长
IBM 台湾 首席运行官
管玟玲 *Shirley W.L. Kuan*
WeChat ID：shkuan88

2017. 7.18

下一代软件研发
SOFTWARE DEVELOPMENT

Agenda

1. Simplification in IBM Transformation
2. Simplicity & Agility Movement
3. Give Back and Takeaway

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This is IBM

Restlessly reinventing since 1911

IBM Innovation Culture Transformation

1911 ~ 1924

Incorporated: the Computing-Tabulating-Recording Company (C-T-R). C-T-R became International Business Machines Corporation

1910s ~ 1960s

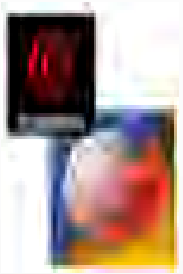
From punch-card tabulating machines to room-sized calculators to mainframe computing systems for large enterprises we changed the nature of accounting, calculation and basic back-office business processes.

1970s ~ 1990s

IBM product line broadens from mainframes to minicomputers and personal computers, and applications move beyond back-office enterprise to departmental operations and personal

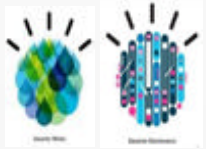
2000s

Introduction of a new generation of Servers – eServer for meeting demand of “e-business”. A shift from commodity hardware to solutions for our customers.



2010

Smarter planet – Smarter Cities – Cloud Computing – Energy and the environment.



2011…

For 100 years, IBM has transformed Industries and advanced the world´s most critical systems. Today, IBM is leading shifts to enterprise cloud computing and building highly optimized systems like Watson, able to understand and analyze natural language.

IBM Innovation – 永不停歇的旅程

Permanent Belief of IBM：

创新引领改变世界的“进步”，成为不可或缺的公司

Reinventing IBM

We’re continuously investing in skills and innovation – restlessly reinventing to power a new era.

+ IBMers spend an average of **60 hours a year** on learning and training to become experts in their jobs.
+ IBM Research is home to **5 Nobel Laureates, 9 US National Medals of Technology, 5 US National Medals of Science, 6 Turing Awards, and 10 Inductees in US Inventors Hall of Fame.**
+ Every year, IBM recognizes its leaders in science, tech, design and business: the IBM Fellows.
+ **65,000 IBMers** globally trained in agile with more than **6.7M square feet of agile space** investment.

IBM GCG Culture Transformation – Agile Approach

IBM GCG Culture

Create a culture of **AGILE INNOVATION** to drive client success

+

CO-CREATE for IBM's growth with client valued skills

+

Drive **SIMPLIFICATION** without Losing Control or Integrity

What BUSINESS OUTCOME do we want our Culture Transformation to drive….

HIGH-PERFORMANCE CULTURE that drives both Client Success and IBM Business Growth

The Challenges We Face

Long Process Lead Time

Many Request Forms

Unclear Role & Responsibility

Many Approvals

Less Accountability

Redundancy

Too Complexity in Process

Department Centric

Heavy Workload

Less Trust

Low Skill

Many Control Points

New Hire Enablement

Inflexibility

Manual Check List

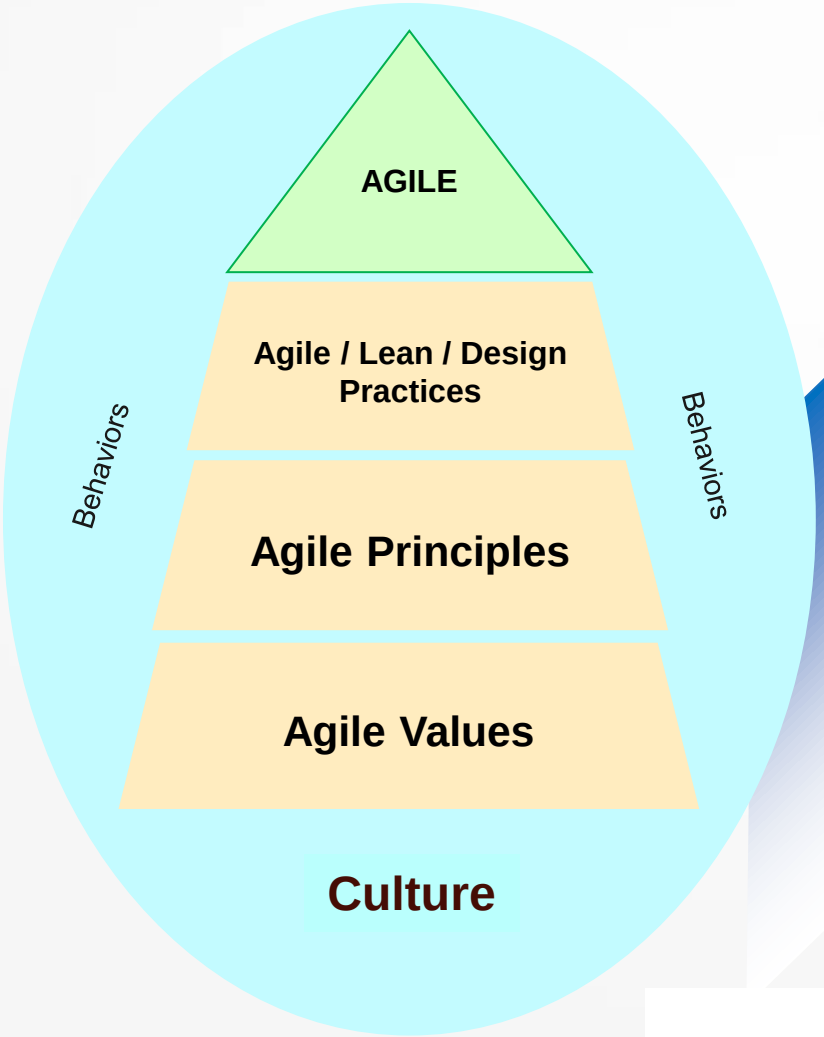
Less Automation

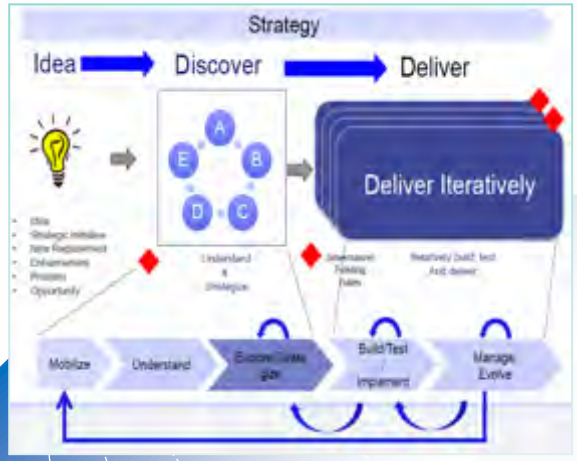
Less Delegation &
Empowerment

Dynamic Client Requirement

Agile Principles

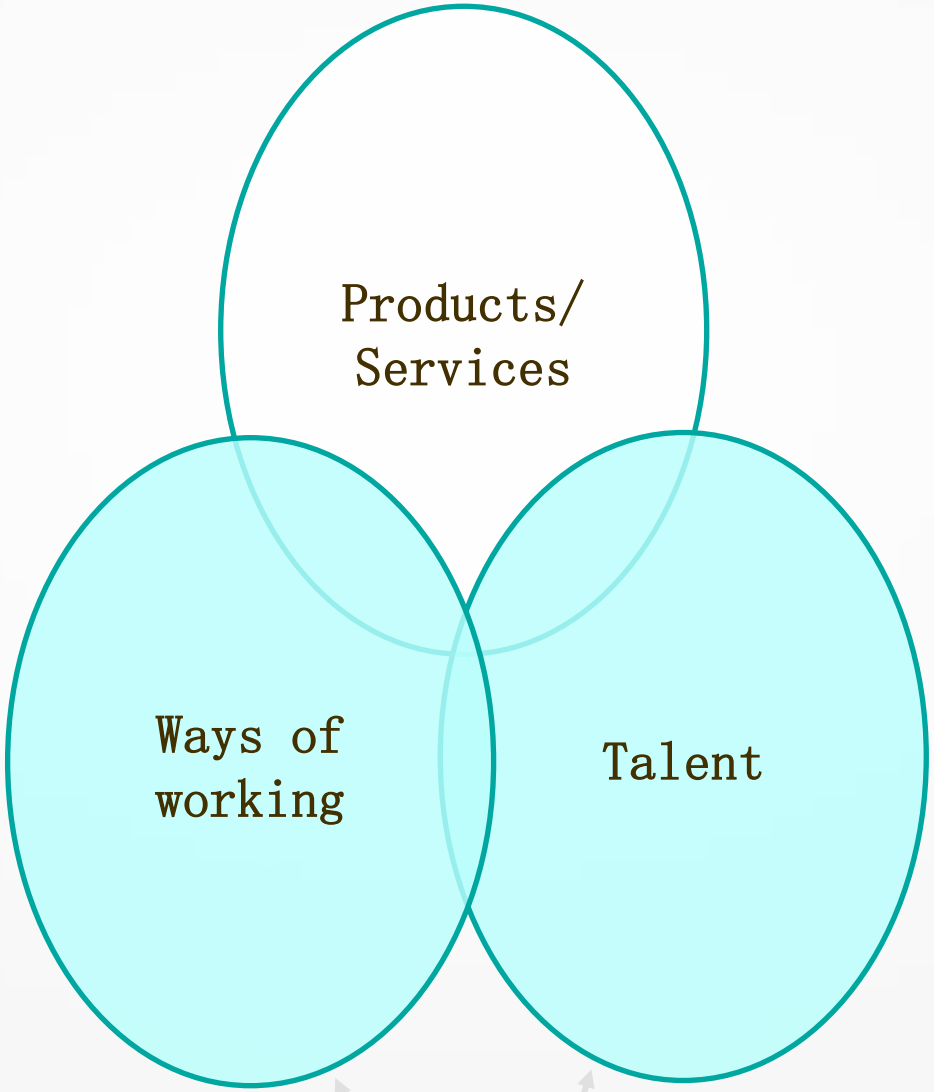
Agile as a way of working…. used in all parts of the organization!





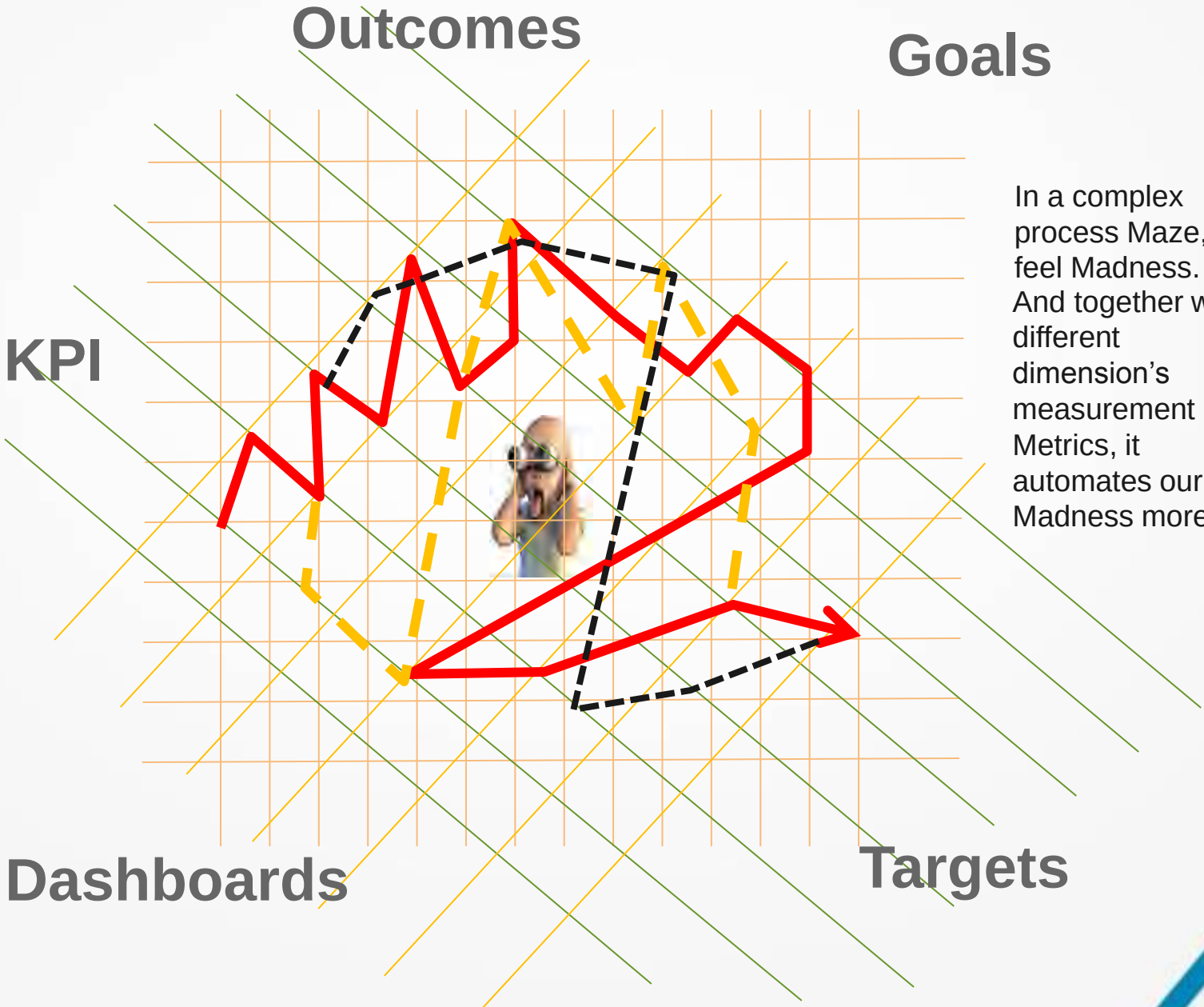
Agile Program Patten

ACCELERATE



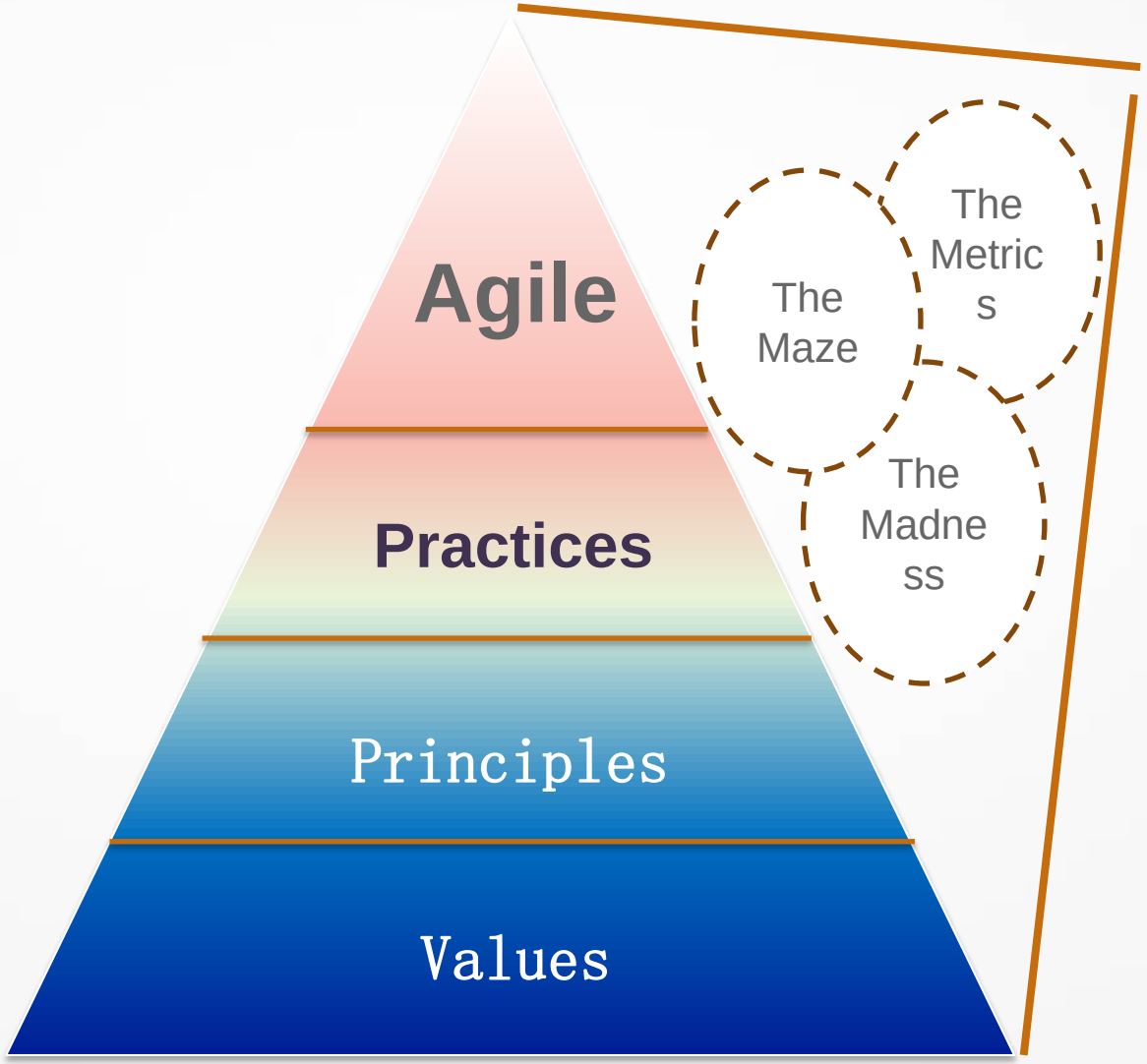
ACCELERATE

TiD2017 The Maze, Madness and Metrics



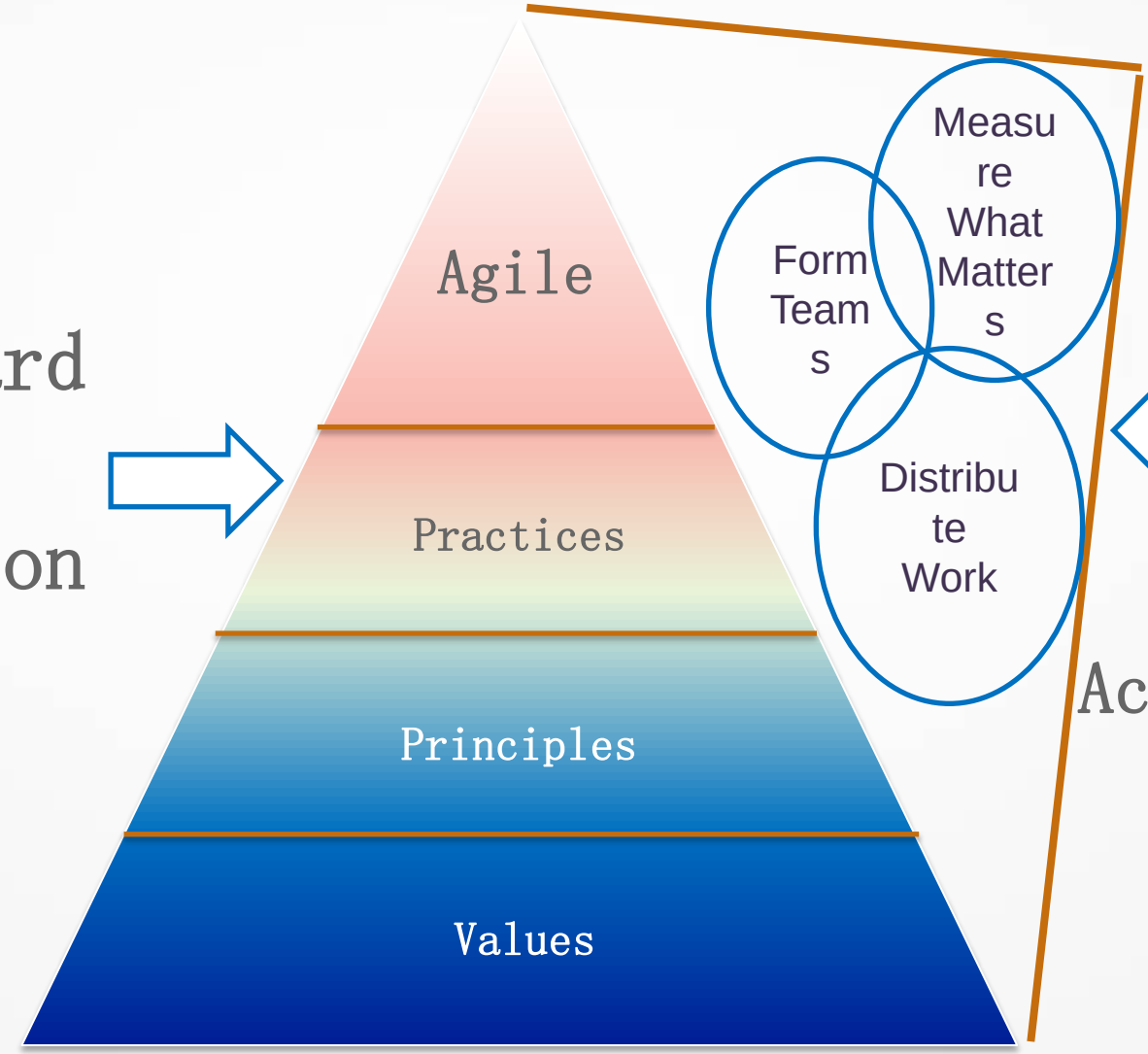
In a complex process Maze, we feel Madness. And together with different dimension's measurement Metrics, it automates our Madness more.

The Second Dimension



Agile vs Agile Accelerate

Standard Agile adoption



Agile Accelerate

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"Agile Accelerate"
8 Transformation steps to a high performing agile organization

1 **Agile Strategy Workshop**

Challenges
Business outcomes
Tactics
Strategic initiatives

Agile as a strategic initiative : Philosophy, Values, Principles, Practices, Design Principles

Prep → 2 **A-0 Workshop** → **A-team setup** → 3 **Zero Planning** → **Pilot(s)** Iterative, adaptive, measured 4

SH analysis
Scope
Data gathering
Invites
BHAGS

Problem
Proposal
Designs
HL Plans

Launch

5 Accelerate* work-streams

- Org structure
- Leader Selection
- Process & Governance
- Measures and tools
- Finance and compliance

Form teams
Distribute work
Measure what matters

(Working iteratively and Collaboratively)

For each work-stream
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8 Iterative phased Implementation

Program - Change Manageme

6 Agile Tooling, Training and coaching

7 Awareness and Comms

ategic Decision Points

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GCG Simplicity & Agility Objectives and 3-Year Plan

3 Principles:
Outcome
Iterate
Self-directed

Becoming Agile

- **Transform** the Ways of Working
- Increase **Speed** and Agility and Maximize **Values** from Works
- Improve Process Efficiency while Holding the High Standard of **Integrity**

Start-up	Acceler8	Revolution ize	Maturity
~ 2H 2015	~ 2016 ~	~ 2017 ~	~ 2018 ~
• Energize • Engage • Enable • Employee	• Navig8 • Integr8 • Collabor 8 • Celebr8	• New ways of working	• Simplicity & Agility in every IBMer's DNA

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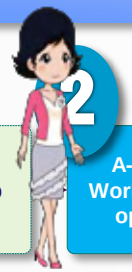

2 Prep — A-0 Worksh op

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Understand Current Problems by IBM Design Thinking

Design Thinking Empathy Map

Understand and develop empathy for users

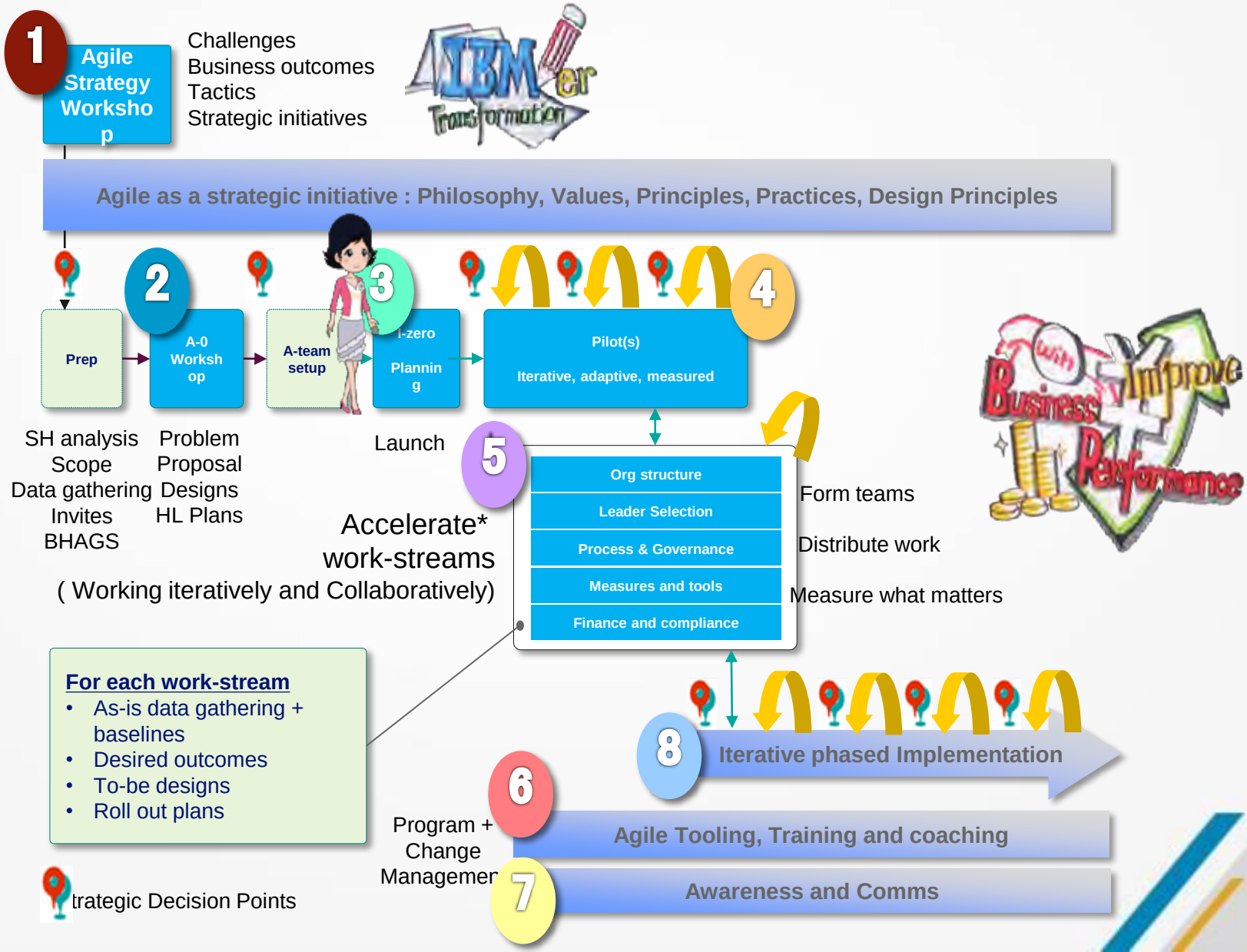
The SAT(Simplicity & Agility Team) Movement

1. Organization to encourage SAT: Shirley Kuan is the Lead Advocate
   - Ravi, Horst, Jessie are steering committee members
   - 80+ volunteers from cross-functions acting as BU advocates

2. Culture to foster SAT adoption: Agile Practices and Design Thinking
   - Agile Working Model for each SAT initiative (scrum team to identify root cause and solution)
   - Transparency, collaboration through digital platform and mobile tool (Kanban, Blue Circle)

3. Visible Management Support to encourage out-think
   - "I Suggest" / Connections for grass-root idea capture
   - All suggestions replied within 24 hours
   - Celebrations for achievements – SAT Year 1 anniversary

“Agile Accelerate”
8 Transformation steps to a high performing agile organization



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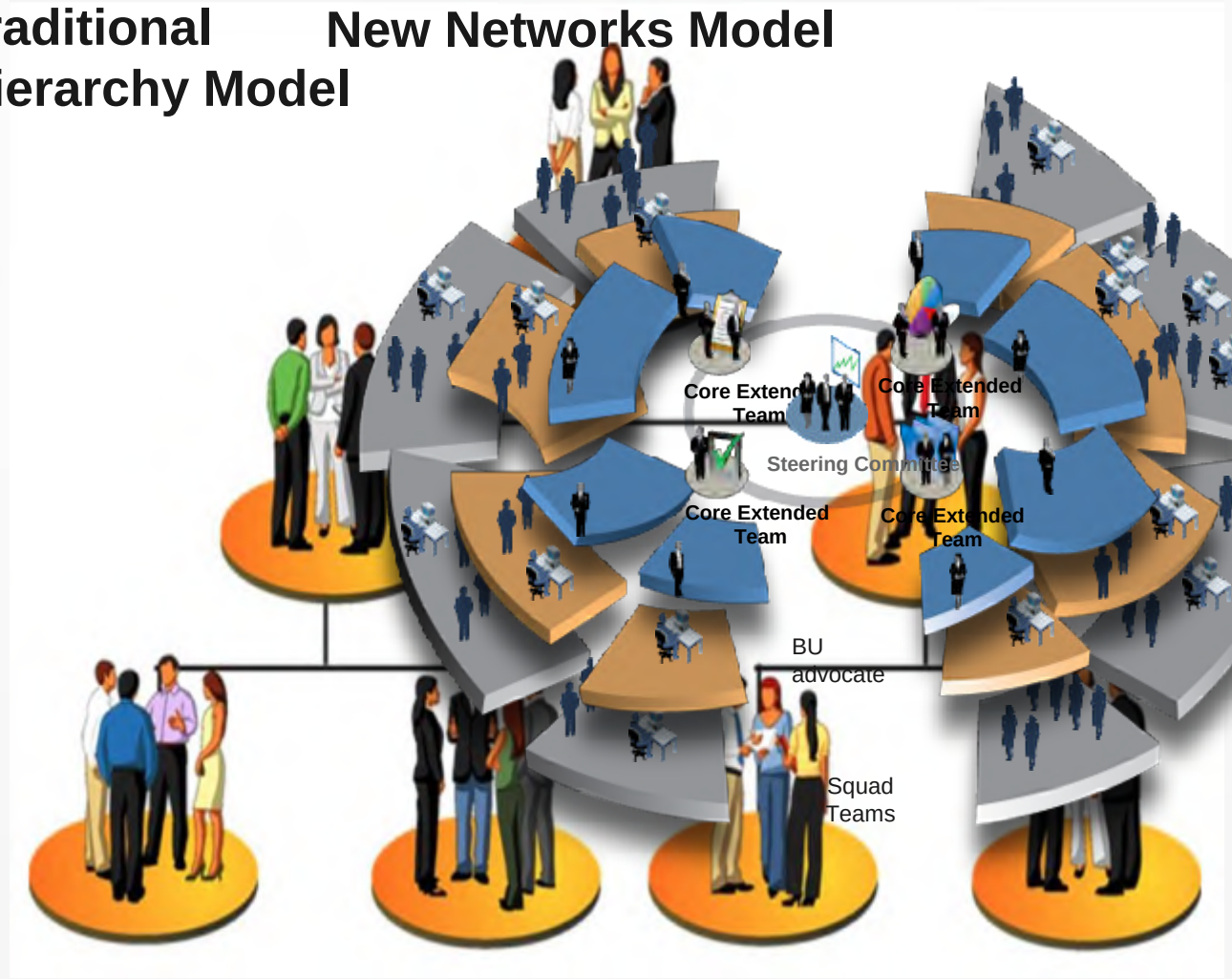
3 F-0 Workshop

Iteration 0 Setup Team

Traditional Hierarchy Model **New Networks Model**



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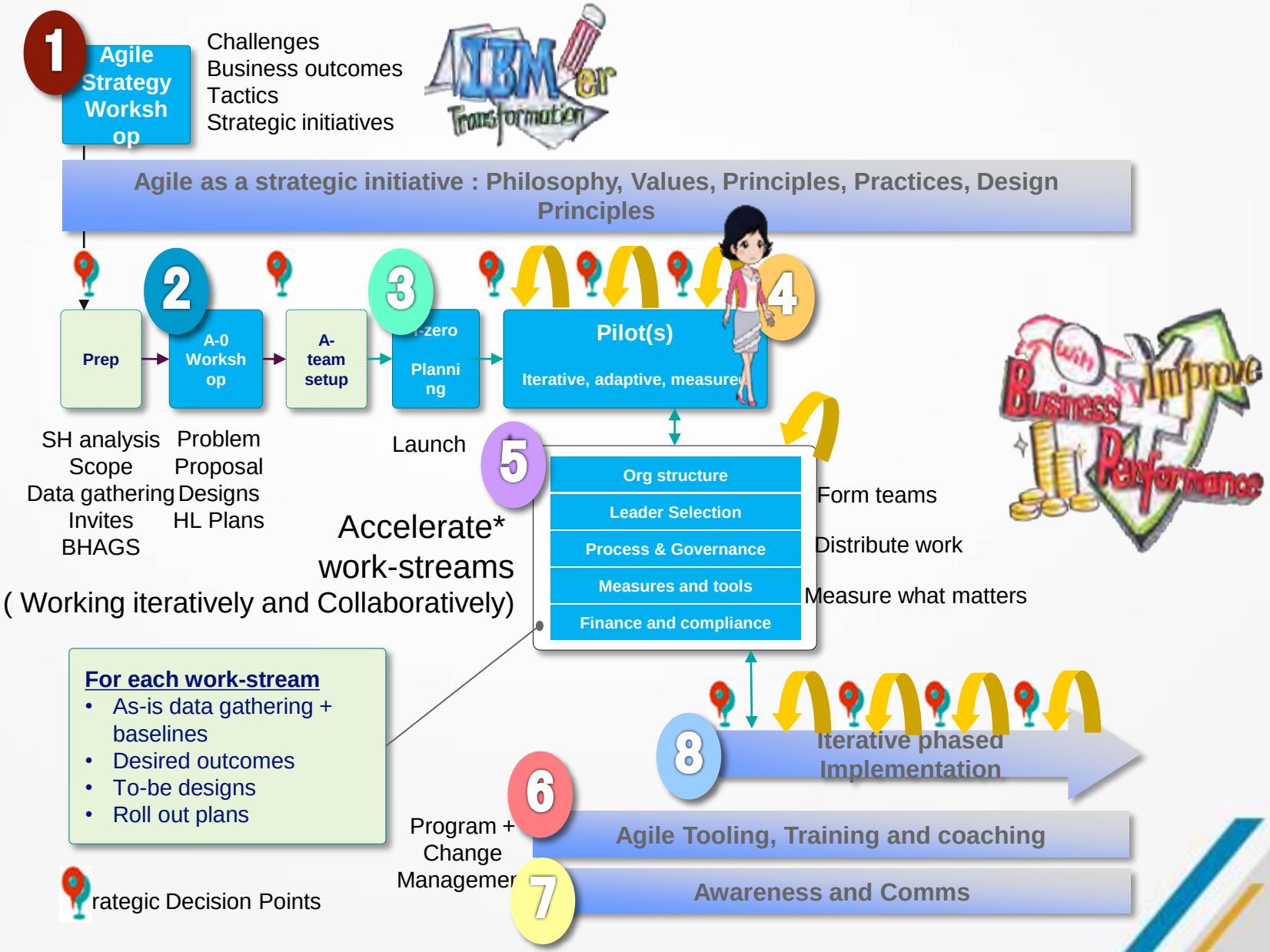
“Agile Accelerate”
8 Transformation steps to a high performing agile organization



Agile and Simplification Pilot(s)

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GCG SAT Agile Work Stream and Working Model

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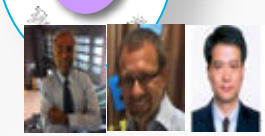
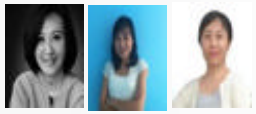
GCG SAT Agile Development Working Model



Sponsor Executives

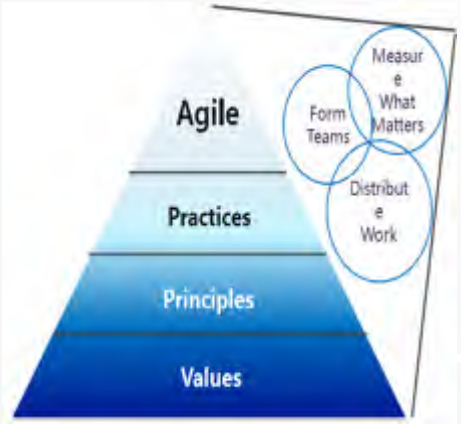


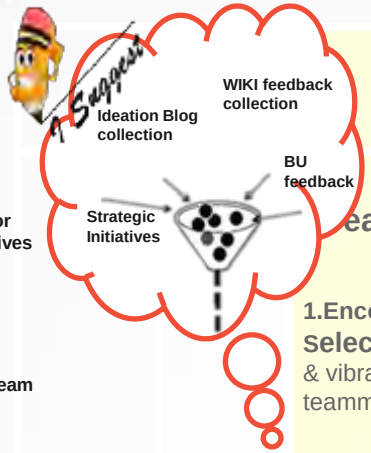
Core Team

Core Extended Team

Advocates & Agile Scrum Team

Agile Coach





Energize

Team Assembling

1.**Encourage & Select** young & vibrant teammate

2. Assign a Domain Leader for team and identify project leader to strategic initiative

3.**Train** team members on agile concepts and techniques

Continuously train and practice key agile techniques in team meetings

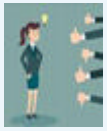
Engage

Joint Ideation/Campaign

4. **Understand** the problems & challenges.

5. **Explore** the opportunity for improvement

7. **Evaluate** the deployment results for lesson learn and course correction



8. **Iterate** solution ideas with client feedback

Enable

Executive Sponsoring

9. **Coach** in Monthly Executive Steering Committee

10.**Align** key stakeholders & leverage network & relationship

11. Play as an internal advocates

Celebrate

Show Case & Celebration

IBM Agile Practices

IBM Design Thinking Methodology

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Strategic Decision Points

Method, Tools & Platform and Coach

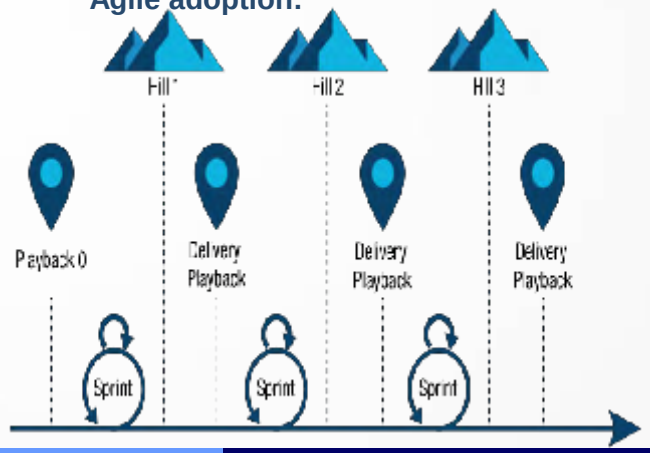
Design Thinking + Agile Adoption

IBM's Design Thinking framework encourages empathy when envisioning the user experience. This framework drives innovation by coupling **design** and **development**.

Design Thinking + Agile delivers exemplary user experience and drives innovation through Agile adoption: a proven way to more effectively embrace market and operational changes.

Understand and develop empathy for users
Explore the process of generating solutions for problems
Prototype ideas as concrete experiences
Evaluate whether to move forward with an idea

How IBM's Design Thinking methodology can be enhanced by Agile adoption:



TOOLS & PLATFORM	TRAIN & COACH	MAGNIFY IMPACTS
• Collect Idea – "I Suggest" • Survey – IBM Forms • SAT Communication Platform • Social Mobile App – BlueCircle • Social Tool – Box, Community • Agile Tool – Mural, Trello • Wall of Work – Digital Kanban	• Agile Foundation Training • Design Thinking Workshop with Simplification topics • DevOps Training • Agile Accelerate Training • Agile Coach Support and Guide	• Employee Mini Pulse Survey • Showcase demonstration in BU Advocate Forum • Simplification Celebration Award • SAT Anniversary Event • SAT Open Badge Program

Agile / Design Thinking Embracing

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6 Trading Trainings

Numbers of Participants of Agile/Design Thinking Workshops

DaLian 4/15,
41 attendees

Painpoints:

1. China Tax Invoice automation project
2. Project to set up cross brand team support
3. Workload tracking tool
4. China CMR
5. HR recruitment

BeiJing 4/14,
40 attendees

Painpoints:

1. HR building disruptive employer branding to attract top tier
2. HR simplify on/off boarding process
3. HR Happy Statutory Leave
4. STS GCG Complaint Management
5. SMS/BO, how to improve SMS value the productivity by driving SalesConnect adoption?
6. FIN, new Business Operations Breakthrough (CAMSS)

TaiPei 4/18,
40 attendees

Painpoints:

1. STS CoE support Effectiveness & Efficiency
2. SW Landed Model Deployment Challenge Overcome
3. TEA/ Travel Process Simplification
4. New Business (CAMSS) Business Support Model
5. Leadership Transformation / Career Development for Taiwan

HongKong 4/20,
28 registered participants

Painpoints:

1. How to grow Xaas portfolio for IBM sellers ?
2. How to do Xaas business with Enterprise customers ?
3. BP transformation in Xaas ?
4. How to link WW offerings with local offerings in order to enable selling ?

ShangHai 4/24,
31 registered participants

Painpoints:

1. It is difficult and lacking of efficiency to allocate appropriate resources for assignments with demands for high quality solutions.
2. conflicts among various parties about cleaning up employees untaken leaves
3. The GTM/OO are negotiating with clients or contract T&C with pressure which need internal process to be streamlined
4. Drive more pipelines and revenue

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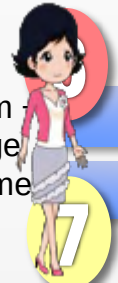

Agile Tooling, Training and coaching

7 Awareness and Comms

ategic Decision Points

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7

Awareness and Communication

大中华区敏捷简化社区

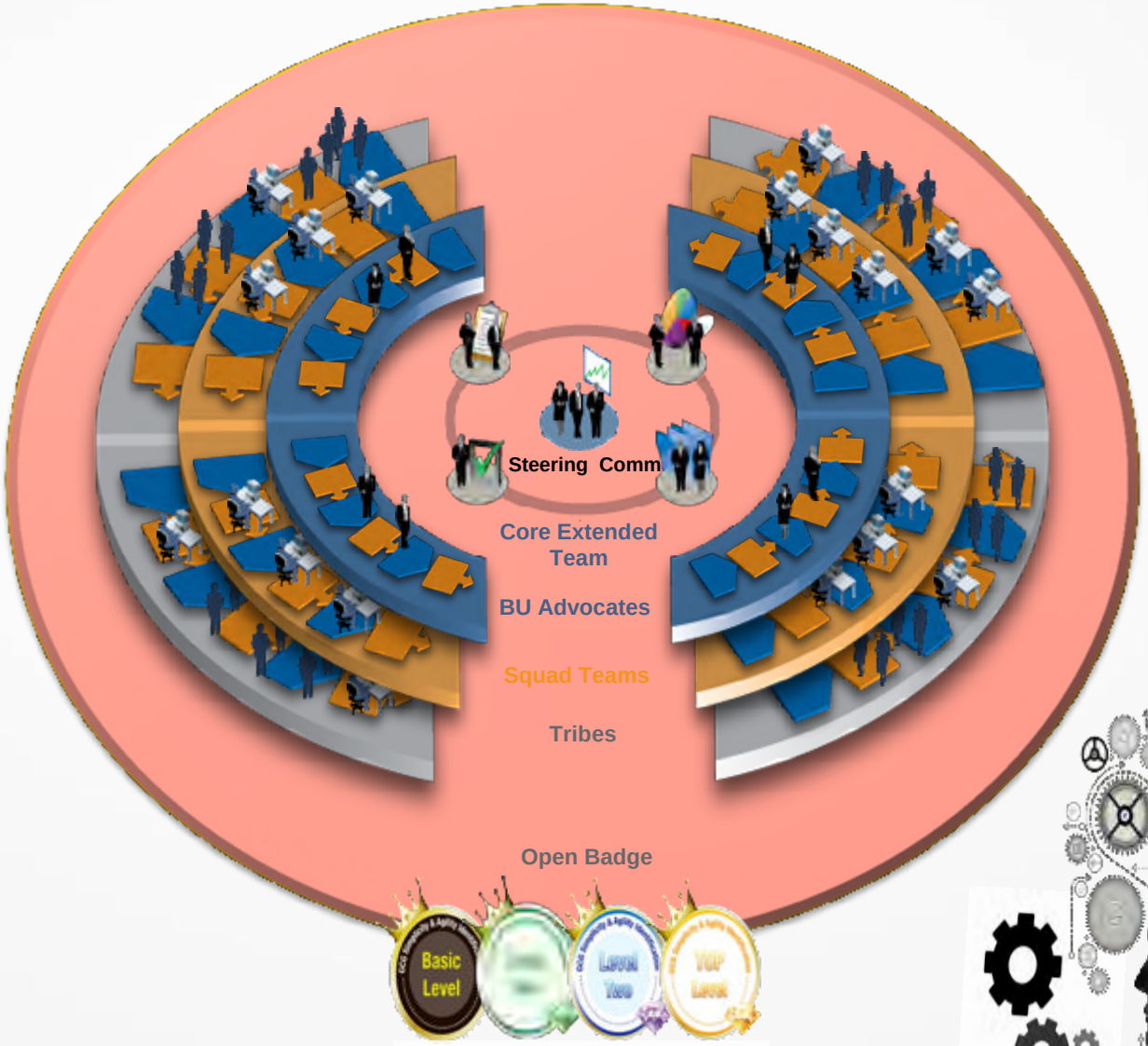
I Suggest
构想收集平台

Bluecircle Mobile app 公众号平台

SAT 转型看板

SAT Open Badge Campaign

Awareness and Communication



SAT Open Badge Campaign

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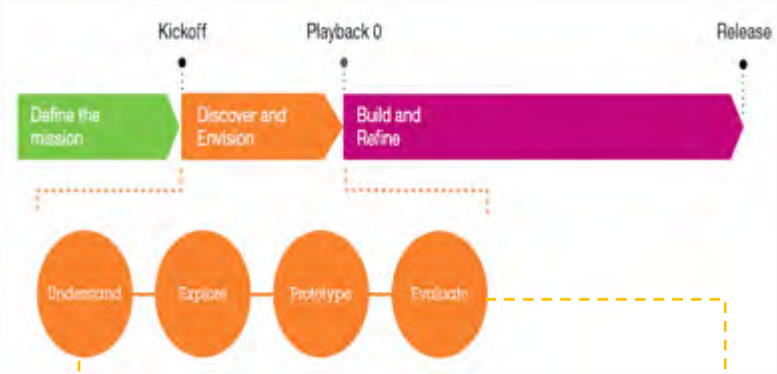
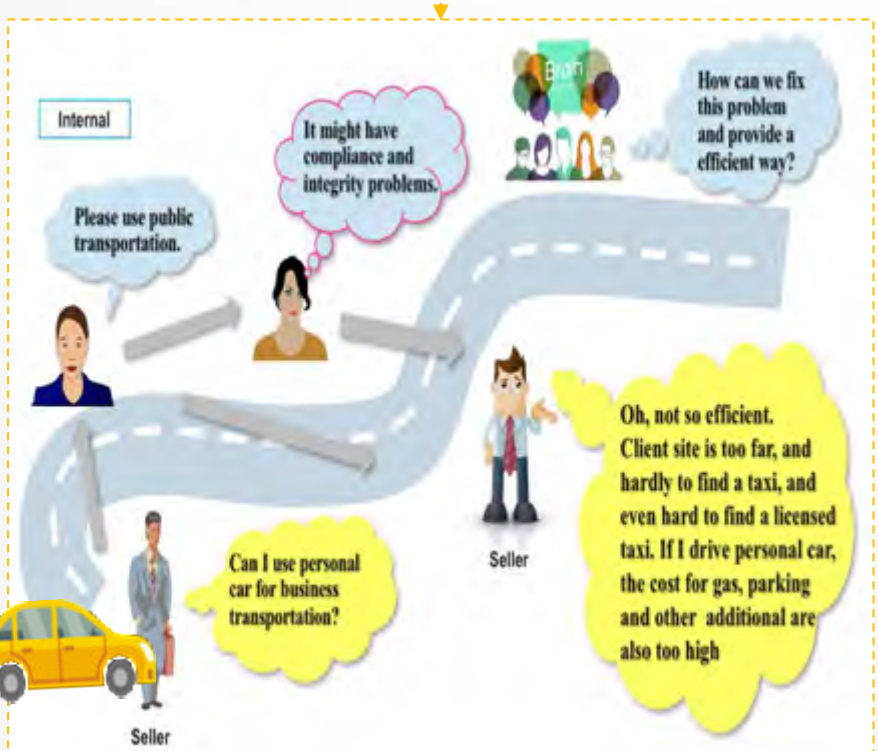
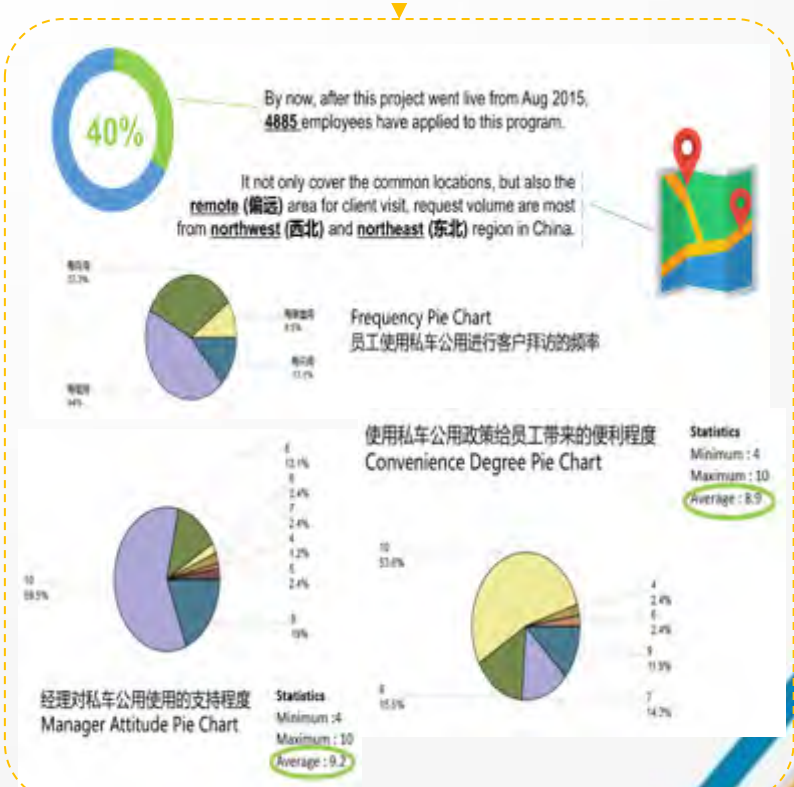
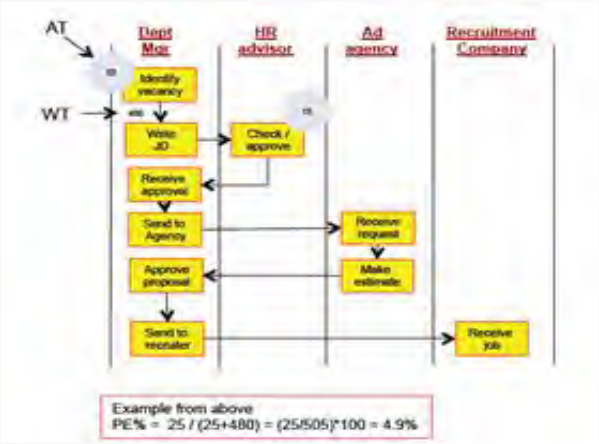
TiD2017 Showcase 1- Design Thinking, Mileage Program



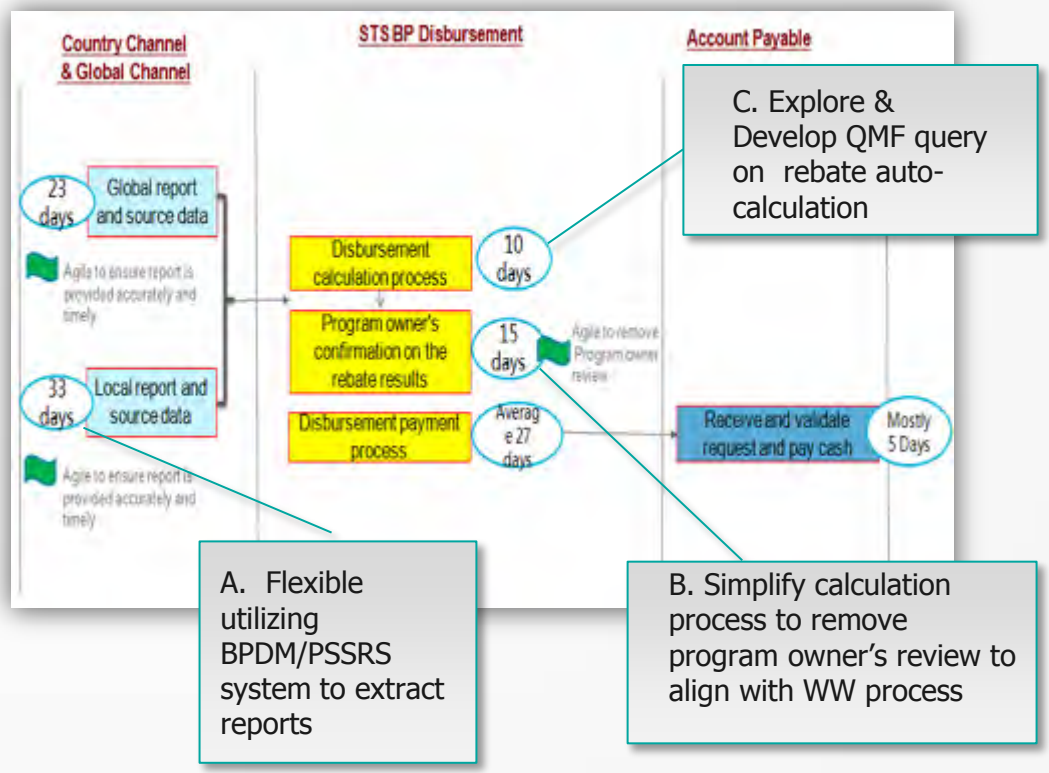


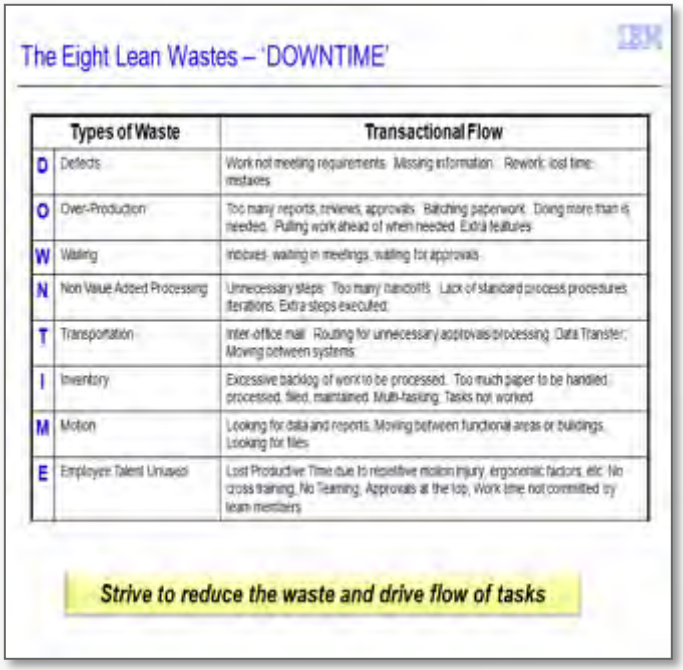


Showcase 2 – VSM (Value Stream Mapping), BPD Simplification



Improve efficiency and shorten the China T2 Disbursement Incentive Program cycle time from **90** days to **60** days.





Jack Ma Says, 马云曰

这4种人不发达都难!

一是个性**追求完美**的人。对于别人严格，对于自己更加苛刻，也有人说他们是偏执狂或者是疯子。要么就不做，要做就要做到最好，才能打造更好的自己，更好的团队迈向成功！

二是拥有**超强执行力**的人。再牛X的策划你不去执行或者执行走位都无法达到预期的目标，成功就是一次次试错而来的！

三是有着非常**明确目标**并不达目标誓不罢休之人。

四是**抗打击能力**超强的人。越挫越勇的人，才能真正在残酷的市场上生存下来。

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管玟玲　（*Shirley W.L.Kuan*）

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Shirley 是大中华区敏捷转化委员会的执行长，IBM 台湾首席运行官。在此之前，还曾担任GCG Deal Hub Executive以及GCG Sales Transaction Support Director。 在IBM任职超过25年，在此期间，她对工作的勤恳认真，先后荣获，IBM Taiwan Achievement Award (1997, 2000)，AP Leadership Award (2008)， Best IBM Award (2011)和 Global Top 500 Best IBM (2012)的荣誉嘉奖。

Shirley是一个具有创新精神，善于转换思维，参与型且有责任心的领导者。在2015年7月她被任命为大中华区简化与敏捷委员会的执行长，在GCG 3 + 3增长战略指导下,加速GCG的转型。这一新角色的转变面前，她勇于将Agile 与Design Thinking的方法论结合，并且将本来用语软件开发上的DevOps的理论方法用于项目管理实践。通过不断的学习和时间的结合，致力于促进大家工作方式与思维方式的转变，提高敏捷转型的速率，将工作价值最大化，且以在保持高标准的完整性的同时提高流程效率, 努力超过公司预期与提升最终客户的满意度。

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