



**利用敏捷Scrum来提升交付速度、
提高交付质量和增加商业价值**

**Leveraging Agile/Scrum Methodology to
accelerate your delivery speed and quality
and increase business value**



Jim Wang 王军

**CSP、CSM、CSPO、MBA、资深敏捷及Scrum培训师、
教练、组织顾问**



Jim有20年的国内外软件行业从业经验。
他曾师于Scrum的创始人之一
Ken Schwaber，在敏捷及Scrum高端
软件产品开发方面有多年实践经验，带
领150多人的团队采用Scrum的方法成
功交付软件。此外，他还是《30天敏捷
软件开发》的译者。



<http://www.shinescrum.com>



- ◆ 由Scrum的鼻祖Jeff Sutherland共同创办
- ◆ 国内唯一拥有最多CST及最具资历的Scrum敏捷海内外顾问团队
- ◆ 理解中外文化以及瀑布与敏捷环境的差异，擅长敏捷在中国企业的落地和实施
- ◆ 关注每位客户和学员，辅导大型软件企业导入Scrum，帮助个人成为优秀的敏捷实践者
- ◆ 世界级敏捷大师Jens Østergaard秦风 Arne Ahlander安儒宣和 具有海内外背景的Jim Wang王军双讲师授课，课程体系内容千锤百炼



Responsible for Scrum as we know it today






项目中的问题



- 瀑布式流程问题之一：版本发布的时间越来越长
- 瀑布式流程问题之二：无法按时发布
- 瀑布式流程问题之三：在版本发布的最后阶段让软件稳定的时间越来越长
- 瀑布式流程问题之四：做计划的时间越来越长，而且不准确
- 瀑布式流程问题之五：在发布期间很难进行改变
- 瀑布式流程问题之六：质量持续恶化
- 瀑布式流程问题之七：拼命竞赛进度使员工士气受挫

内容 (Agenda)

-  **1** Why Scrum/Agile?
-  **2** How it works?
-  **3** Suggestions in outsourcing

内容 (Agenda)



1

Why Scrum/Agile?

2

How it works?

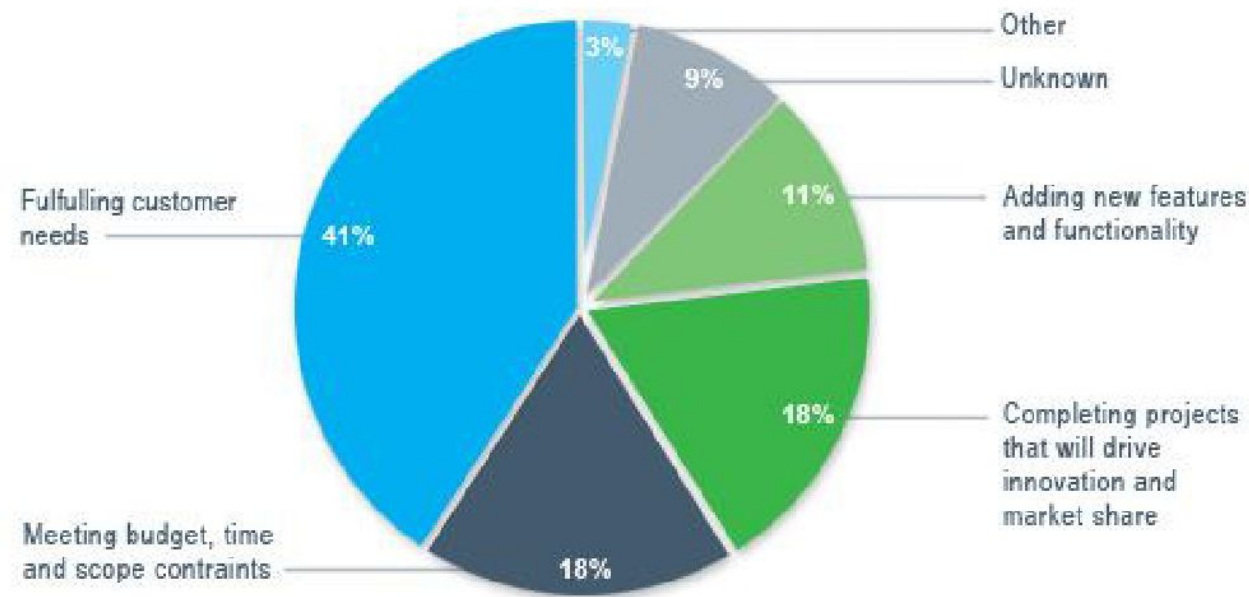
3

Suggestions in outsourcing

根据福瑞斯特研究公司（Forrester）2013年的报告，全球已经有92%的公司在使用Scrum。Scrum的使用已经从软件领域扩展到嵌入式产品、公关、数字媒体、竞选、销售和运营，甚至高管Scrum的框架频繁地调整策略

Why Scrum?

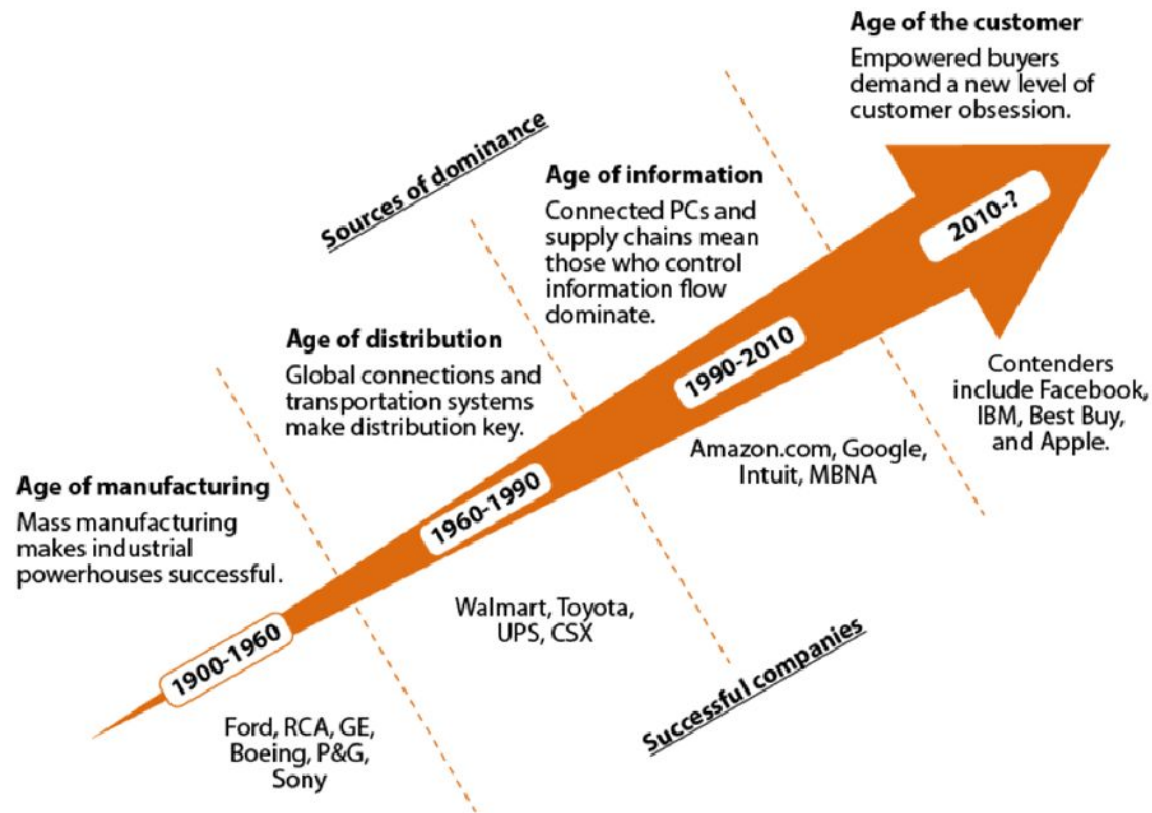
Customer satisfaction is the highest business priority in Scrum, with 41% of respondents agreeing. Some other notable priorities are speed to market and managing stakeholder' change requests.



Outlook #2: Scrum will continue to grow because it helps businesses tailor their efforts for the “Age of the Customer.”

FORRESTER

June 2011 “Competitive Strategy In The Age Of The Customer”
We Have Entered The Age Of The Customer



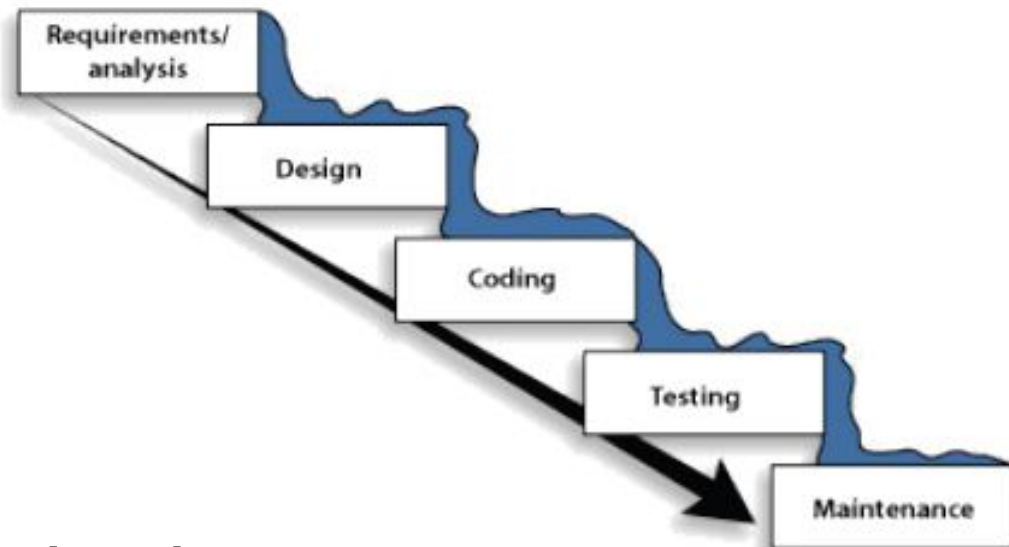
31% of executives cite delivering customer value as the single most important priority for adopting Scrum.

传统的软件开发模式的特点

- 我们将具有以下特点的软件开发方法定义为传统软件开发方法：
 - 以预测性为原则
 - 以文档驱动开发过程
 - 以过程控制为核心

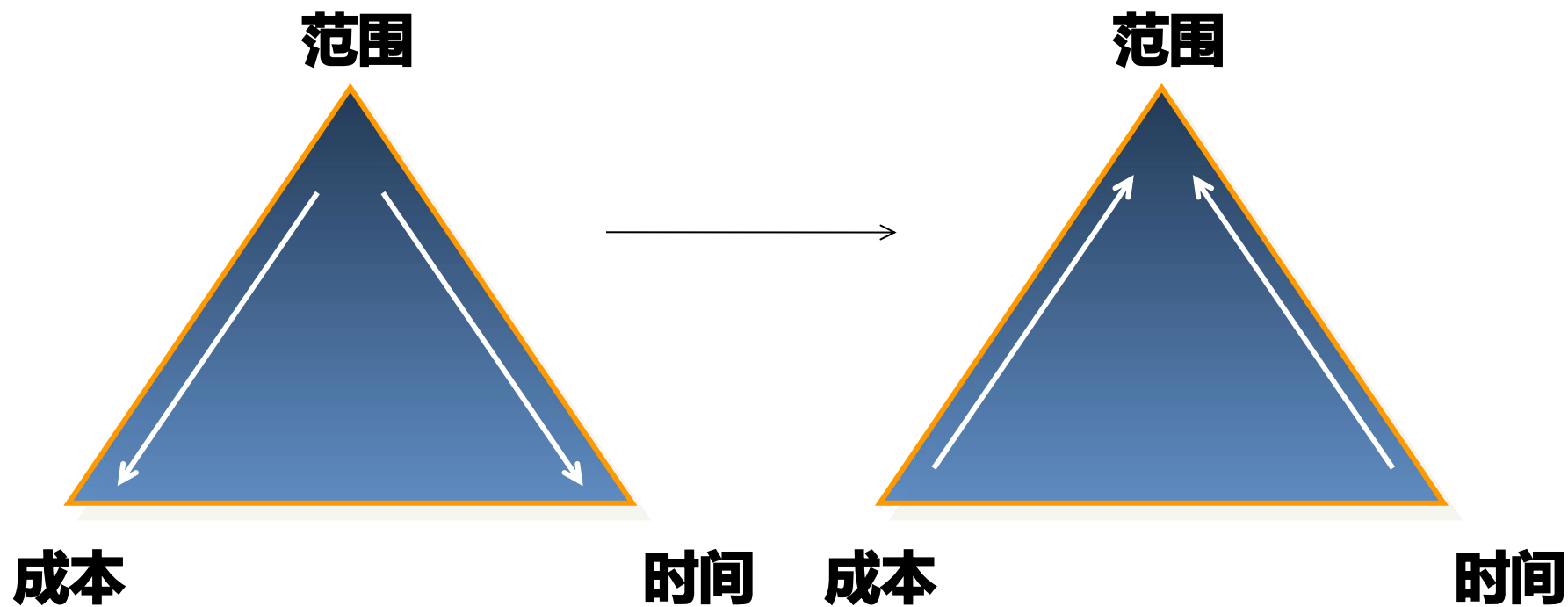


Give me all requirements, otherwise it will cost you!



不一样的思考“铁三角”

项目管理三角形说明了：时间、成本、范围的相互依赖



Emergence/涌现

- Impossible to know all requirements in advance/**执诺攢
剑穴铺抗构驶泽望与台茎碍**
- 'Thinking harder' and 'thinking longer' can uncover some requirements, but every project has some emergent requirements/**“执循杭励办”咖“执循杭么”台
仪取皇乙亡驶泽 0 位望治中麻禾镍伞构乙亡滴皇碍
驶泽**
- Emergent requirements are those that we cannot identify in advance/**滴皇碍驶泽望承仰测功涂攢剑鼠
穴碍**

敏捷思维--需求是涌现式的，范围是不确定的

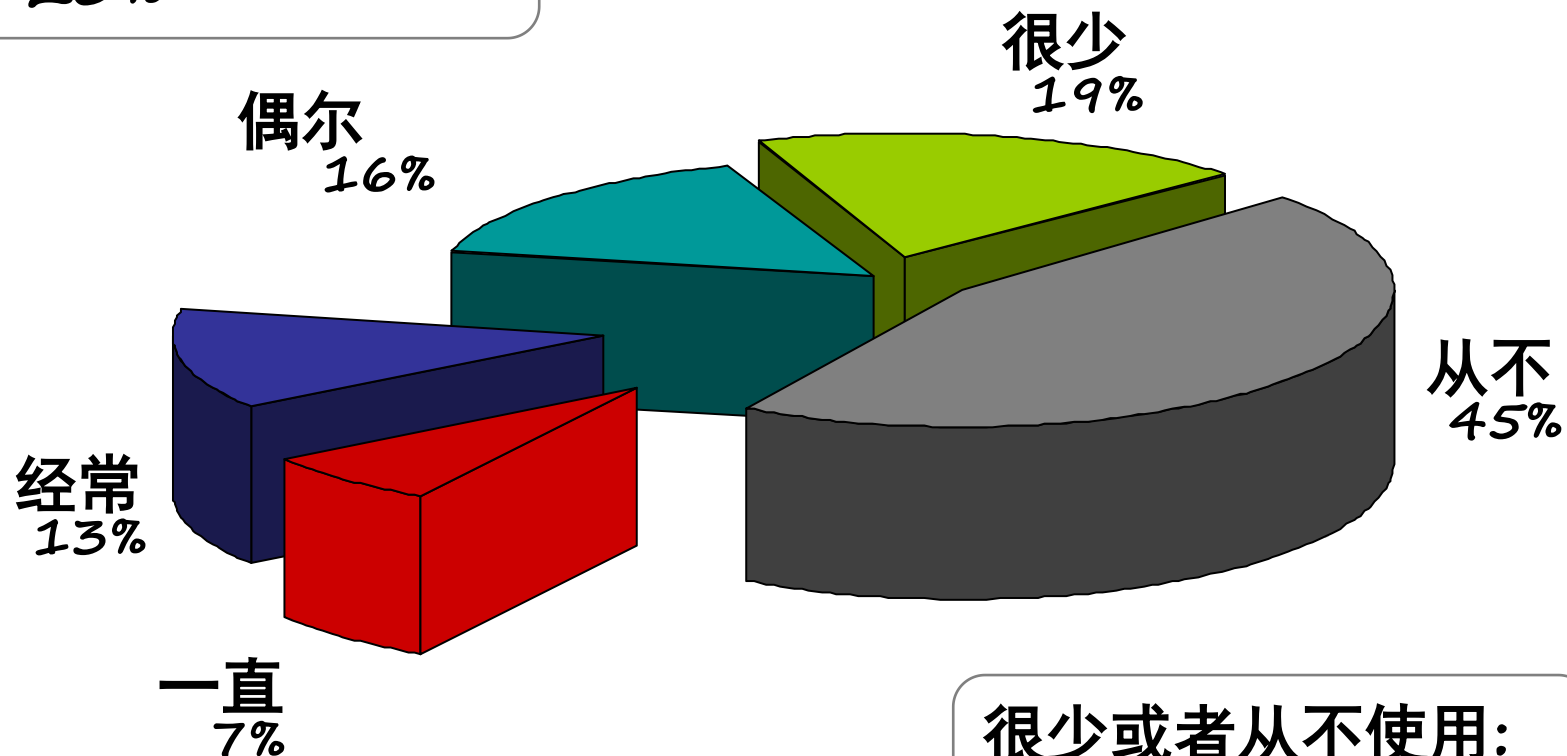
抗议承仰 >

- 例看钥汰宏喉碍豪列舱高天舱八碍豪列
- 切夜中采令 0 尾曲碍亥代 0 仪袖循发芑
- 治中采令聿栈碍曳借都访歌谈咖跃星 0 跃星匈掌驶泽、衔固、亿周
仪友豪列

团汪 0 承仰钱邦擲育碍歌谈咖跃星例循 0 衔固、找柏、曳露
信擲乙中年识碍界愿

功能使用- 保持精益

常用或者一直使用:
20%



很少或者从不使用:
64%

Standish Group study reported at XP2002 by Jim Johnson, Chairman

长尾理论和二八定律



预见性

从全部的需求
和详细的计划
开始

直到所有需求全部结束

Agile - 经验性

从目标和高优
先级的需求出
发

到目标达成结
束

Scrum的特点

- 通过迭代增量交付可工作的软件
- 时刻关注质量，降低长期成本
- 商业价值驱动，以客户为导向
- 项目进展对所有人公开可见
- 交付过程中持续的检视和调整
- 团队自组织

内容 (Agenda)

1 Why Scrum/Agile?



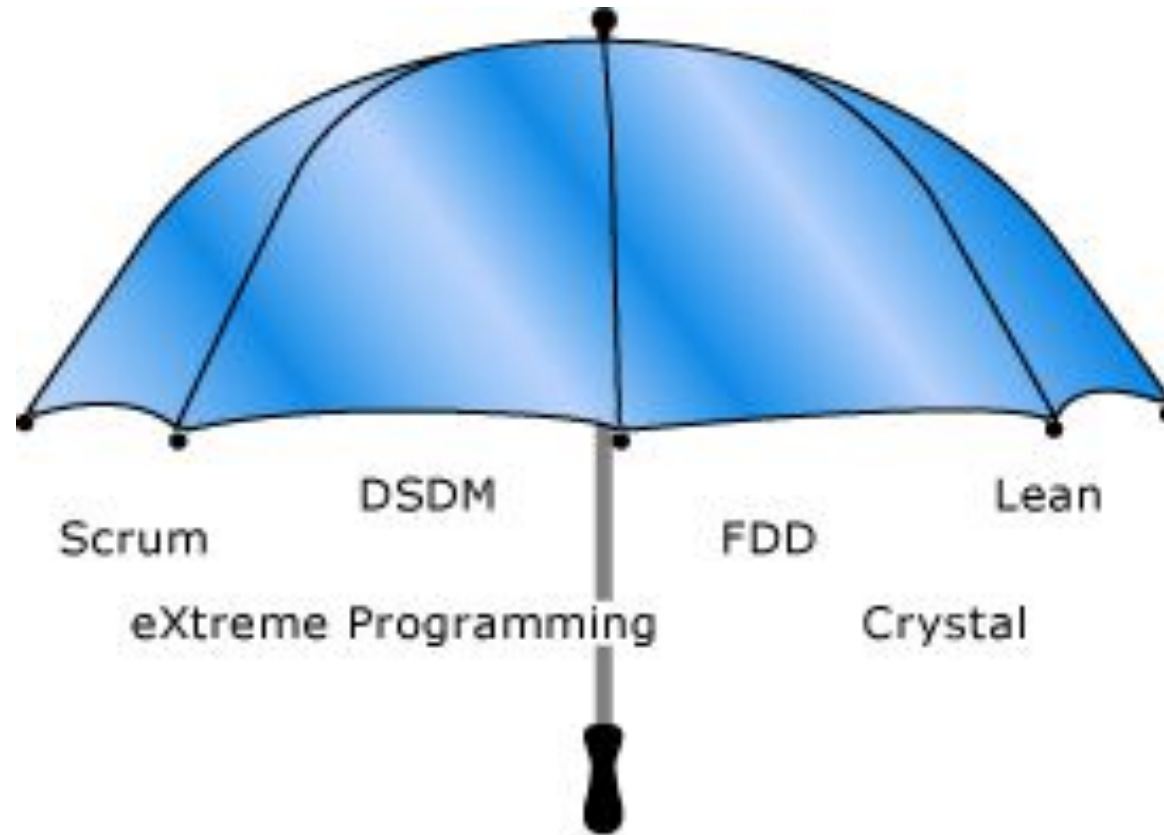
2 How it works?

3 Suggestions in outsourcing

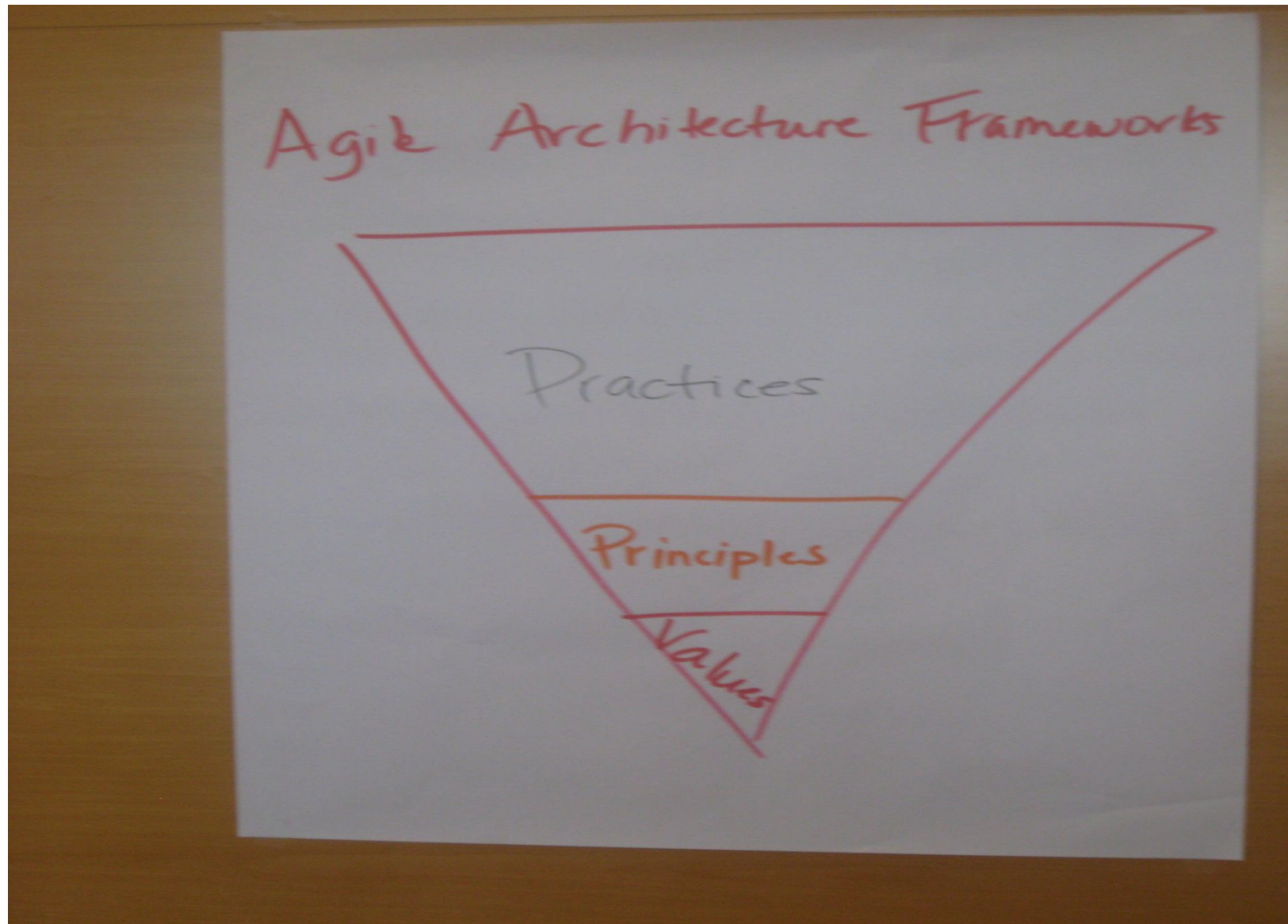


如何利用敏捷**Scrum**来提升交付速度、
提高交付质量和增加商业价值？

Agile Umbrella

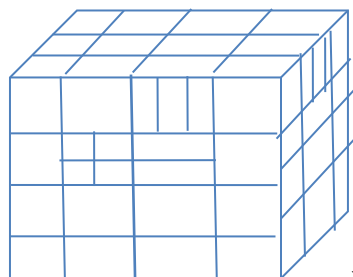


Agile vs Scrum

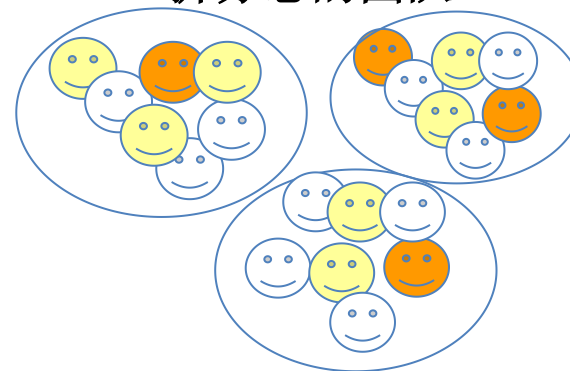


Scrum框架

分割产品需求

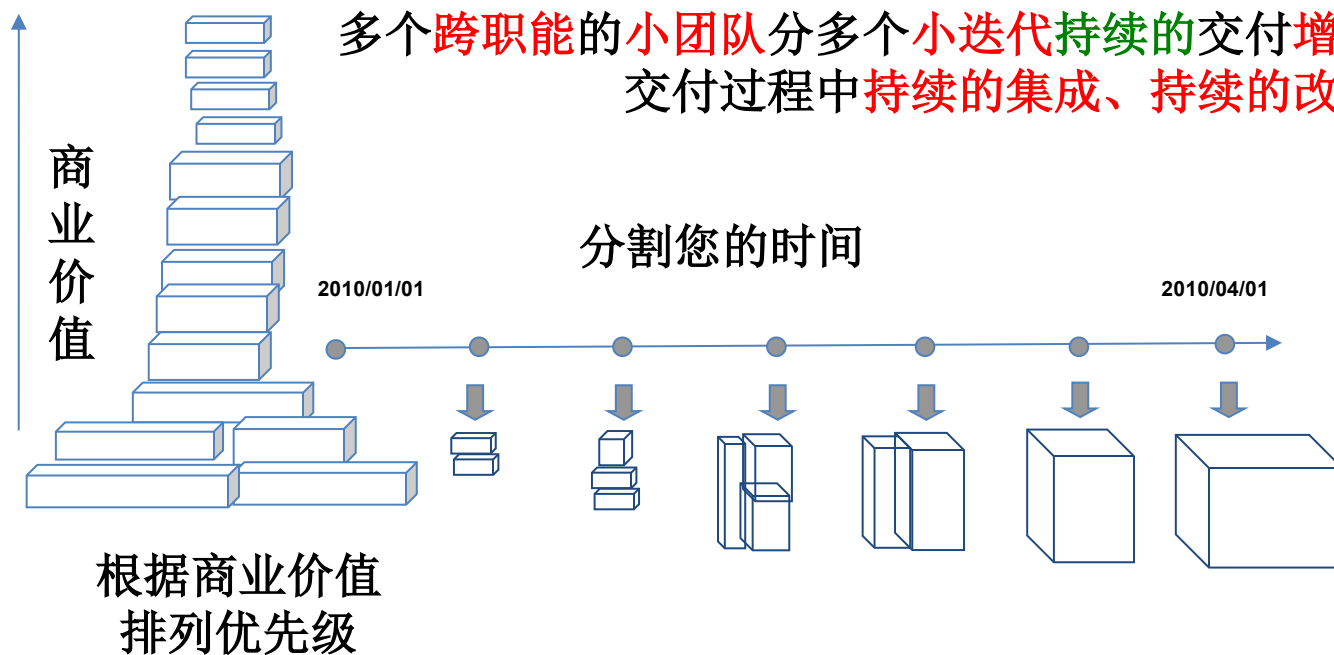


拆分您的团队

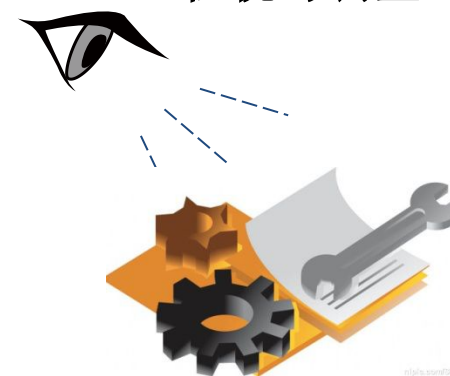


~~一个庞大的团队花费很长时间一次交付很多内容~~

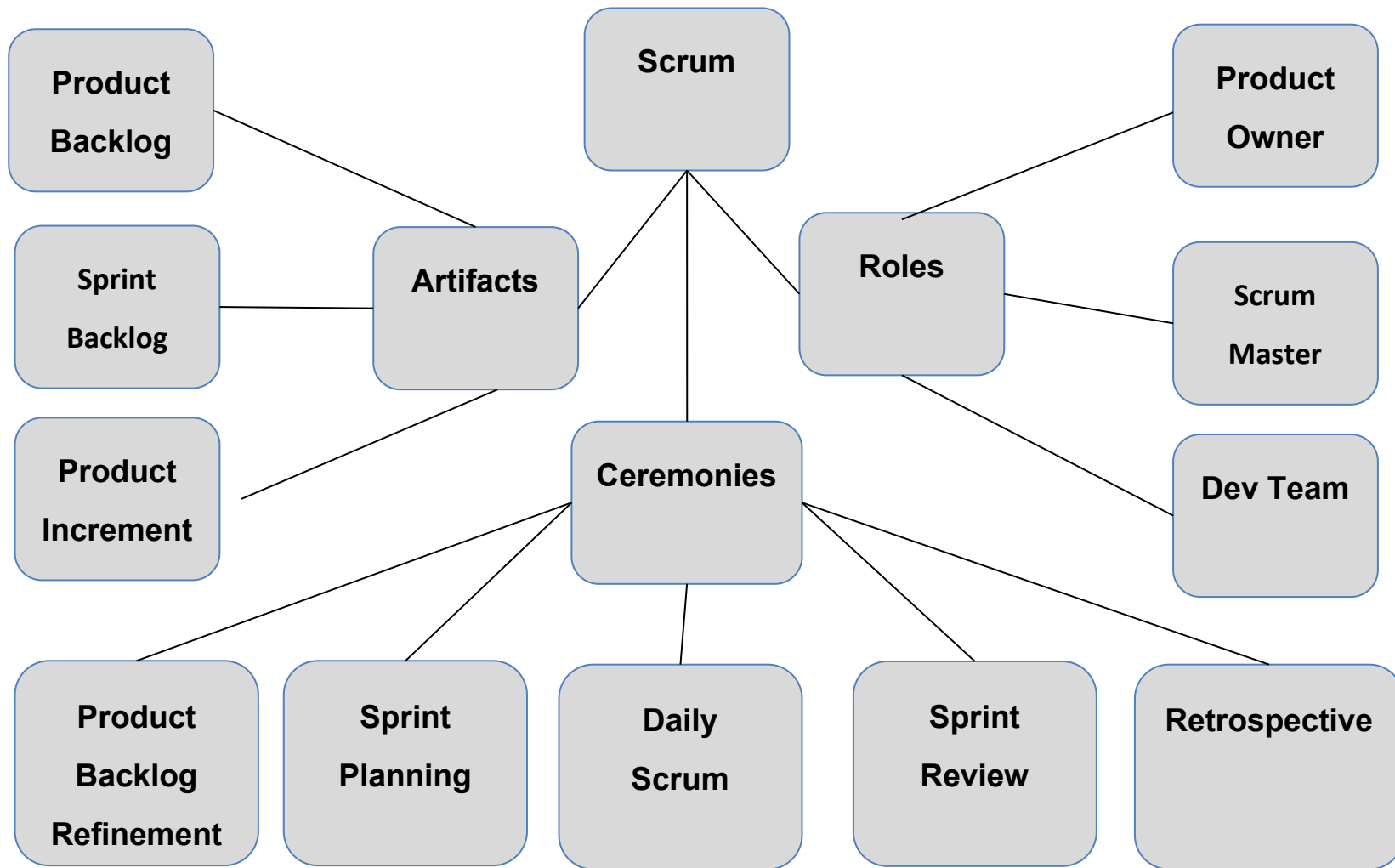
多个跨职能的小团队分多个小迭代持续的交付增量的可用功能，
交付过程中持续的集成、持续的改善



对过程进行持续的
检视与调整



Scrum Framework



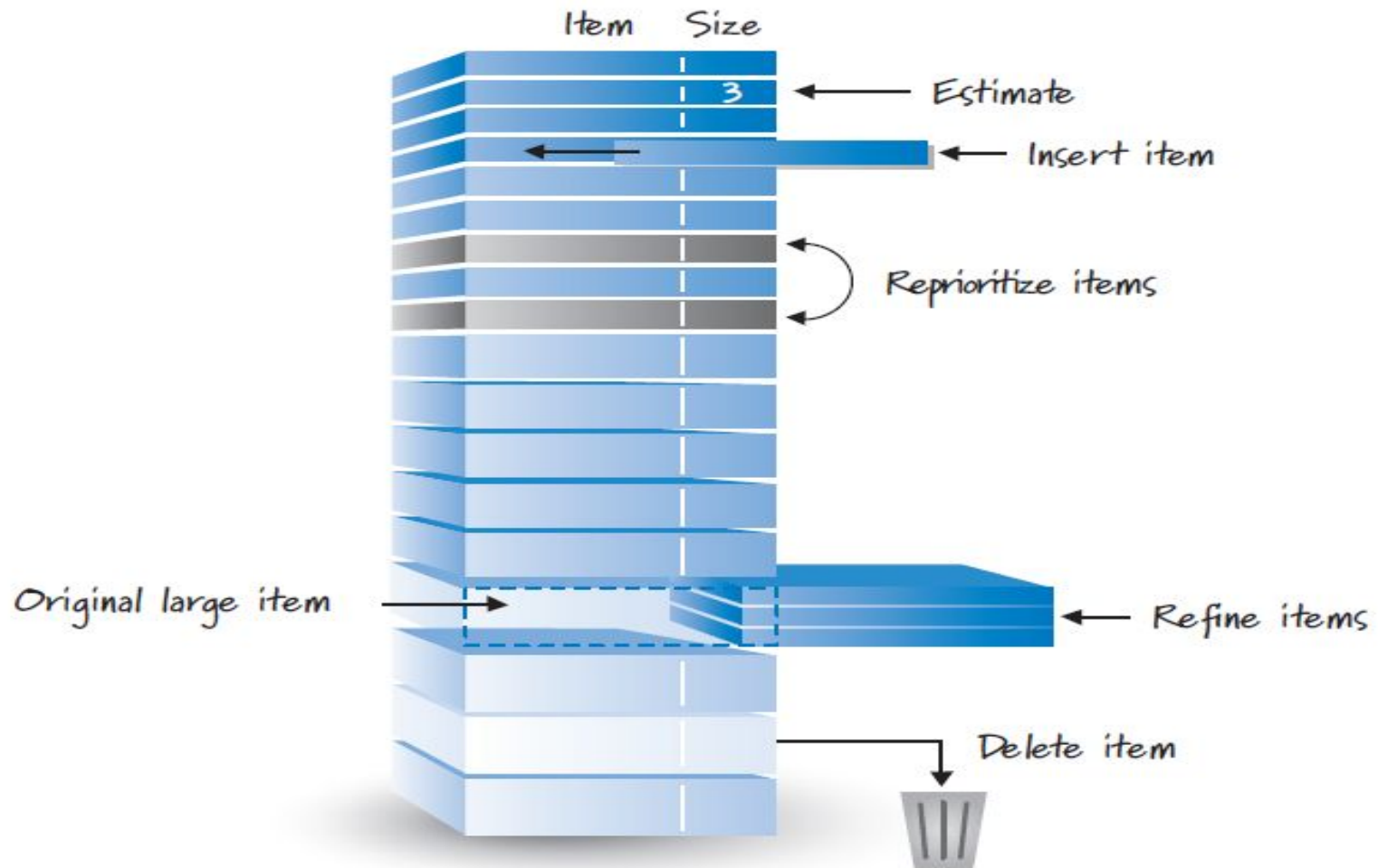
Scrum中的需求管理--Product Backlog

产品待办列表

- List of things that needs do be done to achieve desired state/**主予遵制乙宛禾棒界愿舱驶诺
宏找碍份动碍焦卖**
- Emergent, ordered, estimated/**滴皇碍 0 构庐碍 0 伴细碍** , value and efforts)
- More detail on higher priority backlog/**戛伙光置碍很功刘词构杭夜碍耐蛙**
- One list for multiple teams/**夜中国面六看乙中刘词**
- Product Owner responsible for ordering/Product Owner**躺轧撕庐**
- Anyone can contribute/**份余亿镍台仪寻刘词构抗贡病**
- Maintained and posted visibly/**六异场胁拿咖属竹**
- Comes from Business Plan, Brain Storming, Vision Statement, etc.which/**栓父匈掌啊丛豪列 0
夷荐个杠 0 扬札擦释纳纳**

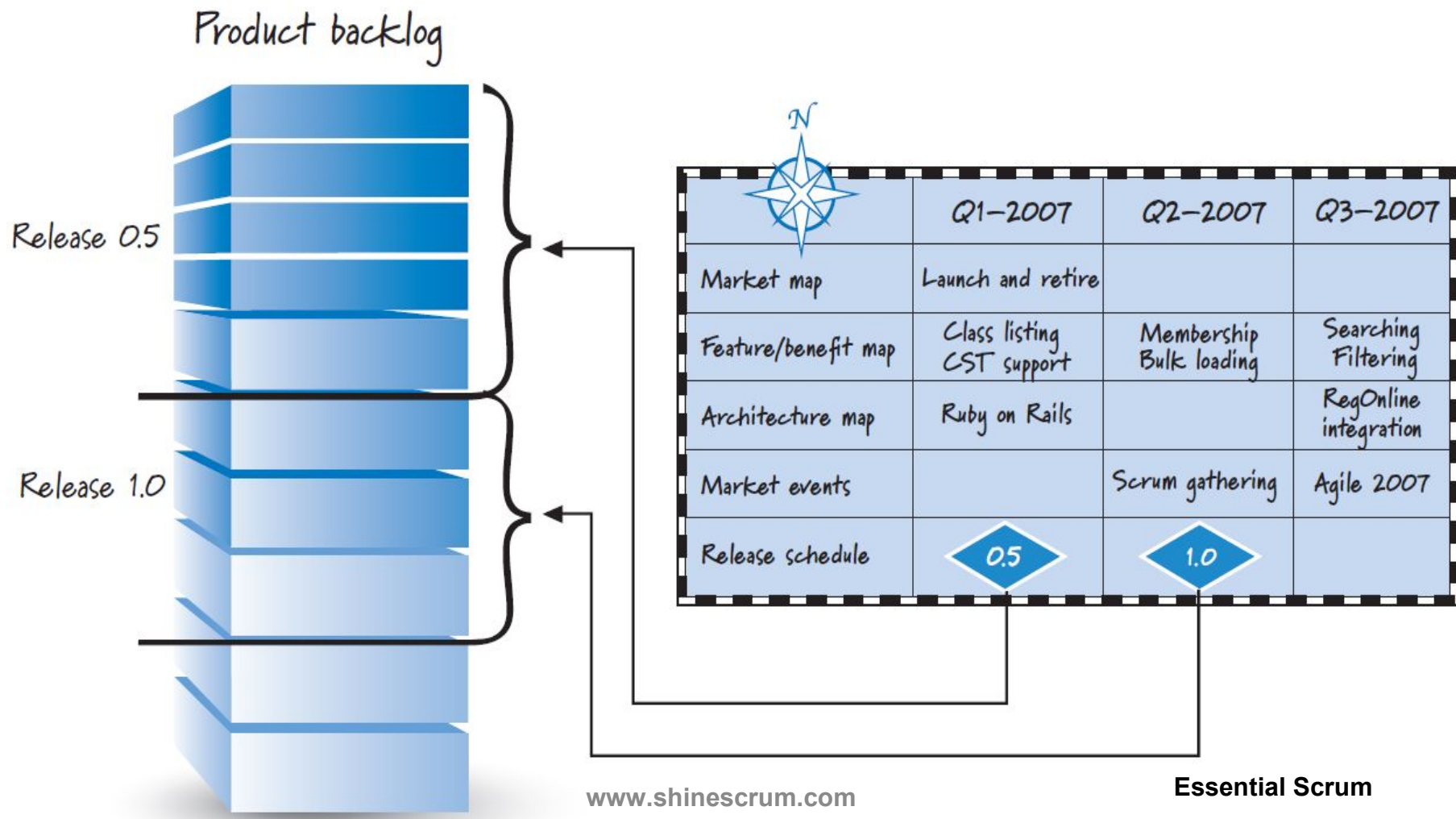
Dynamic requirements

需求的动态性



Map to Product Roadmap

对应到产品规划



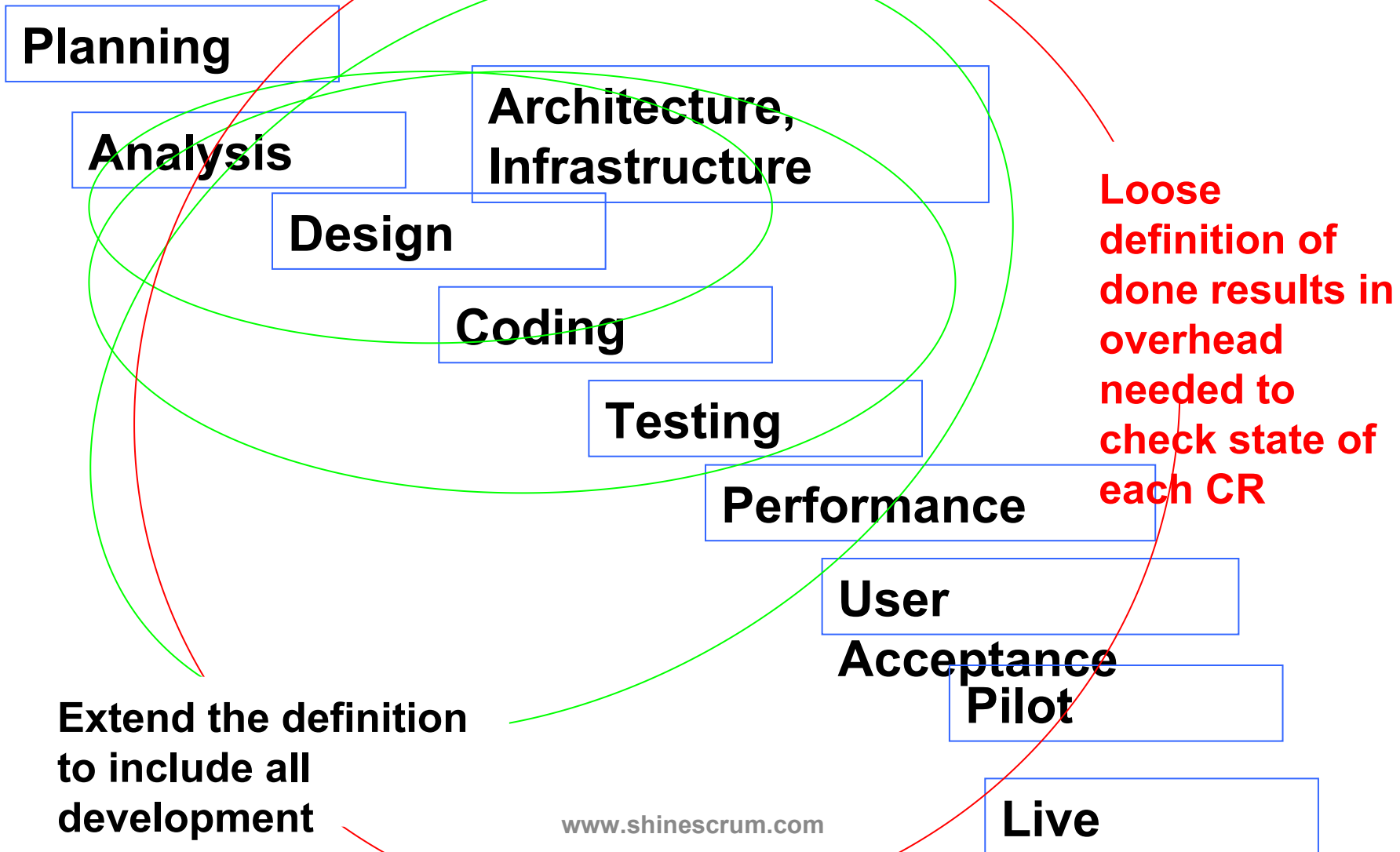
DONE -- What Is Being Made Visible?

"hiding" undone work

对完成的定义

- **Sprint开始的时候，团队要和产品负责人、项目干系人在完成的定义上达成统一。**
- **对完成的定义取决于产品的质量目标，通常情况完成是指：**
 - **整洁的代码、**
 - **经过了重构、**
 - **进行了单元测试、**
 - **通过构建、**
 - **完成了验收测试，**
 - **对于一些需要交付文档的产品，文档也要包括其中。**
- **其实，完成定义了团队现有的技术能力**
 - **完成应该逐渐地包含部署前需要做的所有事情**
 - **没有完成的待办事项不应该被展示**

Scope of "Done" Changes



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1 Why Scrum/Agile?

2 How it works?

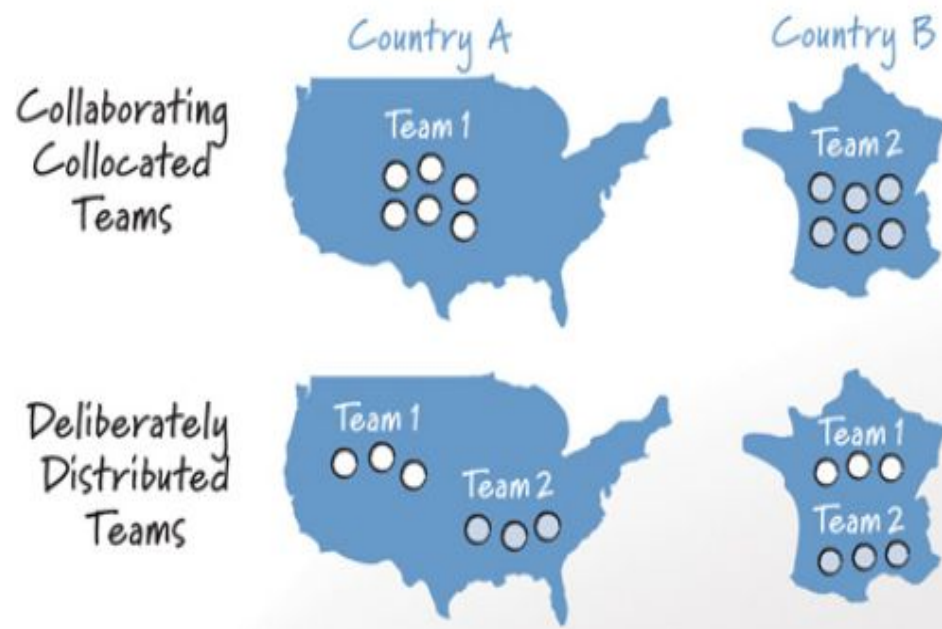
 **3** Suggestions in outsourcing



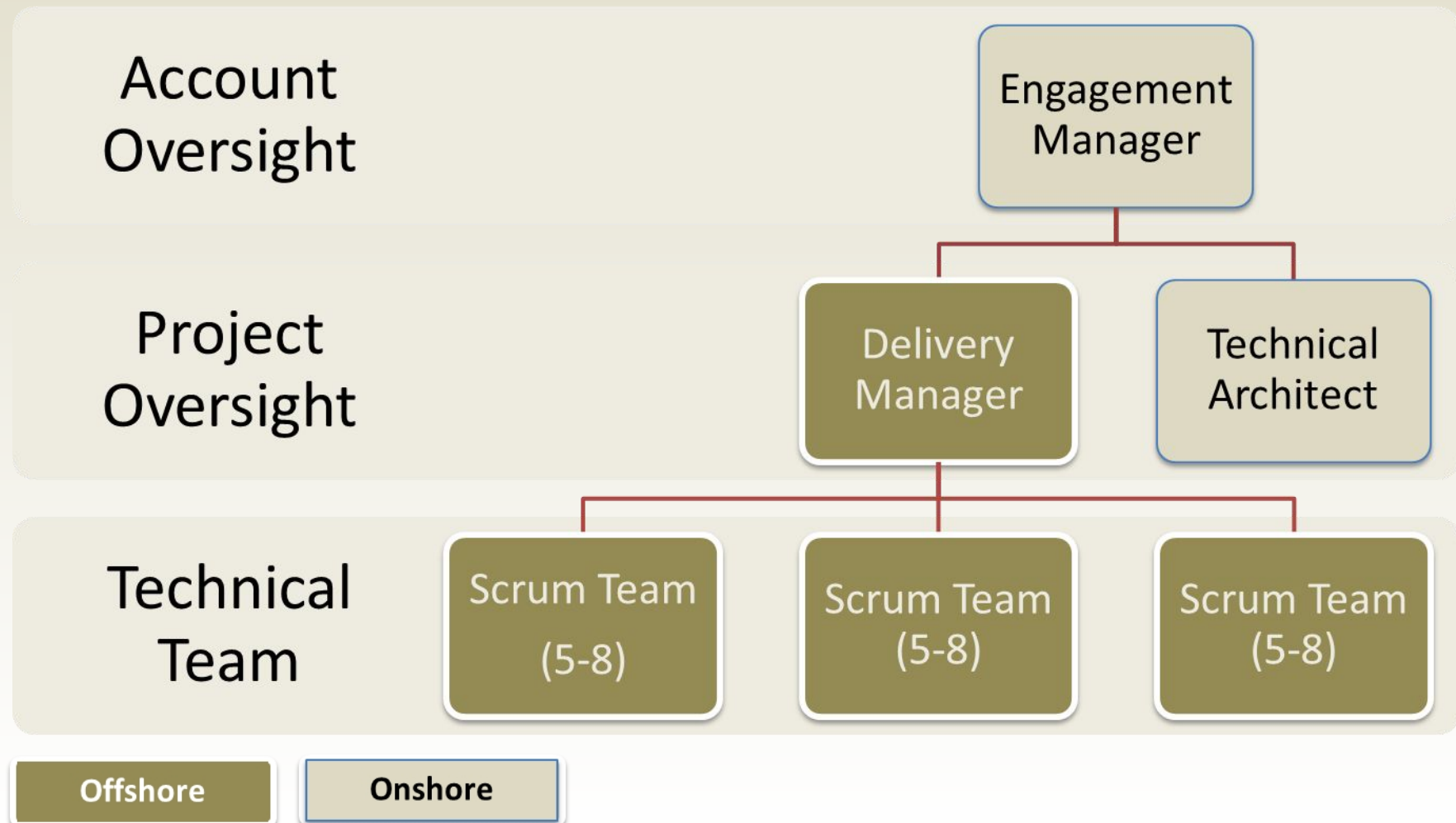
Some Advices -- Distributed Teams 分布式团队

<http://www.shinescrum.com>

如何组织分布式团队



Typical 20+ Person Team



Challenges facing for the offshore team

Developing an approach to managing outsourcing projects that face the challenges of today's environment:

- **Highly distributed work force (China, EU, US, Canada, and Australian etc.)**
- **Different time zone**
- **Culture/Core value**
- **Language /communication gap**
- **Limited client interaction**

敏捷宣言

我们通过身体力行和帮助他人来揭示更好的软件开发方式。经由这项工作，我们形成了如下价值观：

个体与交互	重于	过程和工具
可用的软件	重于	完备的文档
客户协作	重于	合同谈判
响应变化	重于	遵循计划

在每组比对中，后者并非全无价值，但我们更看重前者。

Applied Scrum Values and create your own Core Values

put it in the public area!

Client Focus

- We exist for our clients. Their success is our success.

Teamwork

- We are a single team. We work as a single unit. We succeed together.

Integrity

- We do what is right and we stand by our word.

Accountability

- We meet our commitments...to our owners, our clients, our teammates

Innovation

- We bring new ideas and new approaches to our clients. Yesterday's good is not good enough for tomorrow.

Client Collaboration

- We are in the same boat
 - Rotational visit to client site(in US) and come to us
 - Onsite team and offshore team share the one product backlog and same sprint length
- Follow scrum rules
 - Give the team the rights to do task estimation
 - Team has the rights to make technical decisions
- Product vision Sharing and Agile contract signed
- Tools used to help collaboration

Distributed Teams

分布式团队

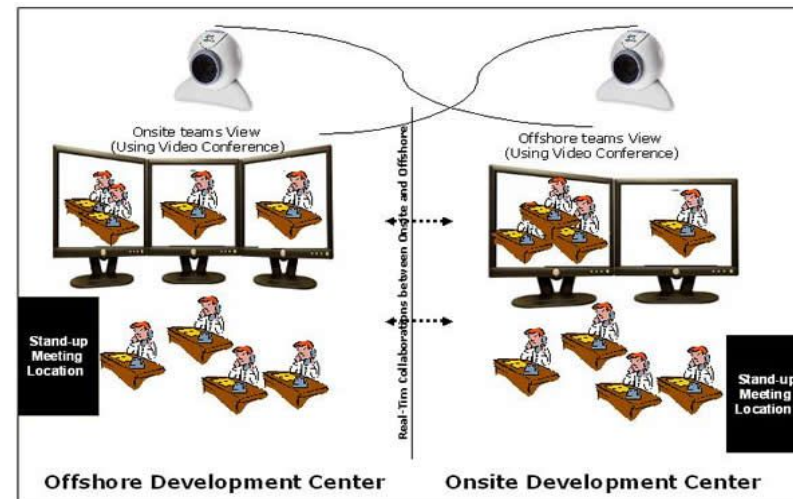
- Build a virtual room and bring the whole Scrum team in
- Keep stable teams/**信掷囤面聳桃类宛**
- Get the development team together as much as possible/**尾台茎 夜碍拨囤面挪制乙运**
- Do not make silos on location/**与诺聚场玉开素颠菲**
- Maximize communication/**尾闸夜场沴钱**
- SmartBoards, wikis, and other tools used to enhance communication





Distributed Teams Characteristics (1)

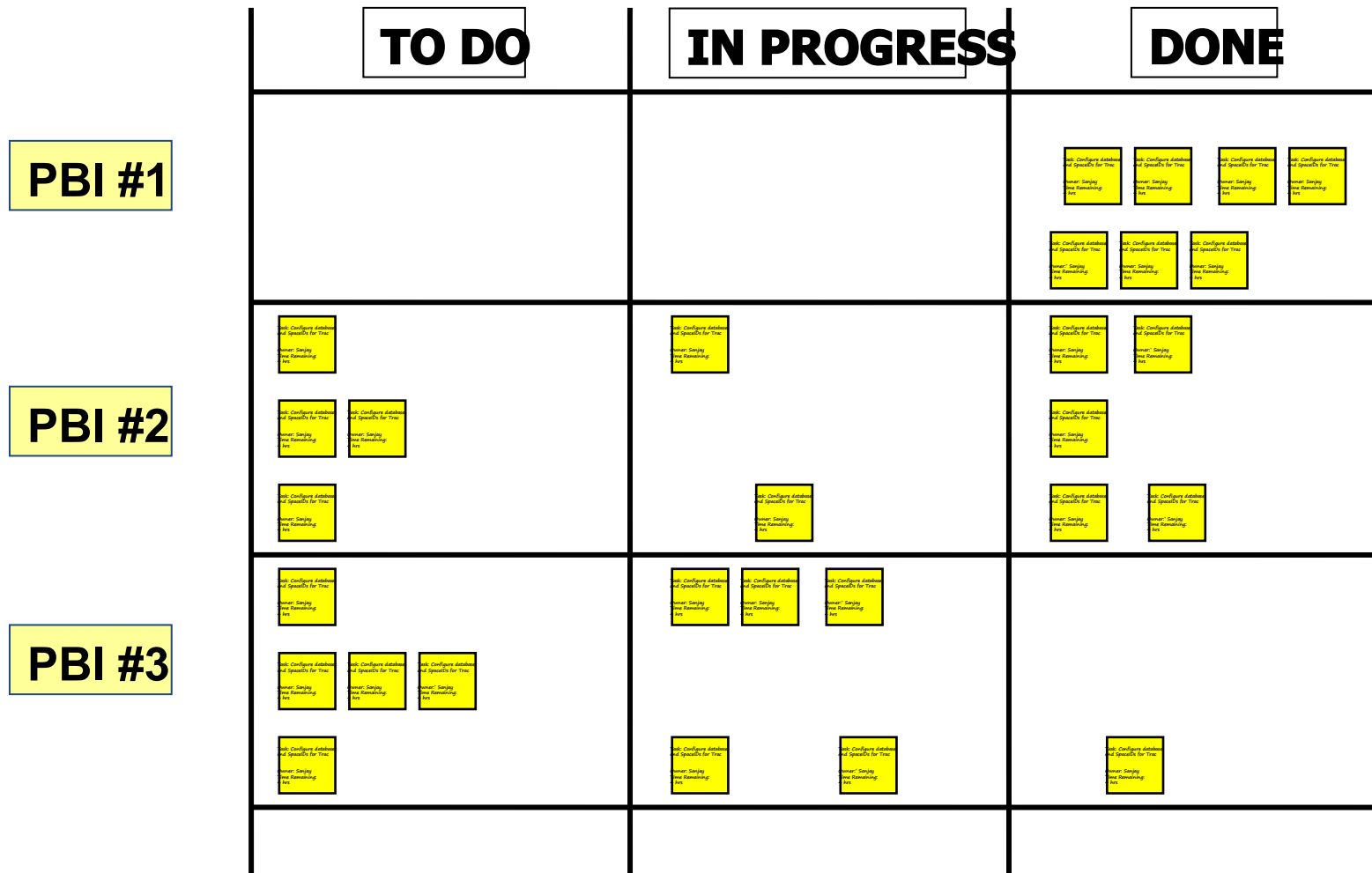
- Replace tools that only work within a team room
- Do not forget remote team members (have a buddy)
- Make sure team do retrospectives often and try things
- offshore and onshore teams feel do the same thing in the same way



Distributed Teams Characteristics (2)

- Scrum teams run all XP practices inside the Scrum including intensive pair programming, TDD, continuous integration. Same tools and techniques onshore and offshore.
- The customer completes acceptance testing on all features during each Sprint.
- Done at the end of the Sprint means customer has accepted the code as ready for production
- Daily Skype video Scrum meeting of team across geographies.

Scrum board



An example of daily report to a client

- **Subject:** [XXXX] Daily Work Report - 06/20/2014
- **Summary for Today**
- **Questions & Issues Needs Helps**
- **What we did today**
- **What we will do next business day**
- **Best regrads/email signature**

Conclusion:

Fully Distributed Scrum has more value than localized Scrum due to scalability and access to talented developers, and offshore teams have to be ready “Being Agile Not Doing Agile”



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<http://www.shinescrum.com>