



敏捷团队转型的机遇与挑战

刘世承

December 03, 2011

Justice Liu

justice.liu@gmail.com

Copyright 2011 by Valtech. All rights reserved. Reproduction for any purpose other than to serve as a reference for participants in Valtech training, coaching and training activities is expressly forbidden unless permission is obtained in writing from the copyright holder.

议程

- 什么是敏捷开发？ (**What is Agile Development?**)
- 敏捷团队转型的过程中常见的误谬。
(**Fallacies of the Agile Transformation**)
- 如何实现成功的转型。

这不是敏捷!!!



什么是敏捷开发？

敏捷开发是一种文化



"It is literally true that
you can succeed best and
quickest by helping others
to succeed."

— 拿破崙

"We can't solve problems by
using the same kind of
thinking we used when we
created them."

— 愛因斯坦 

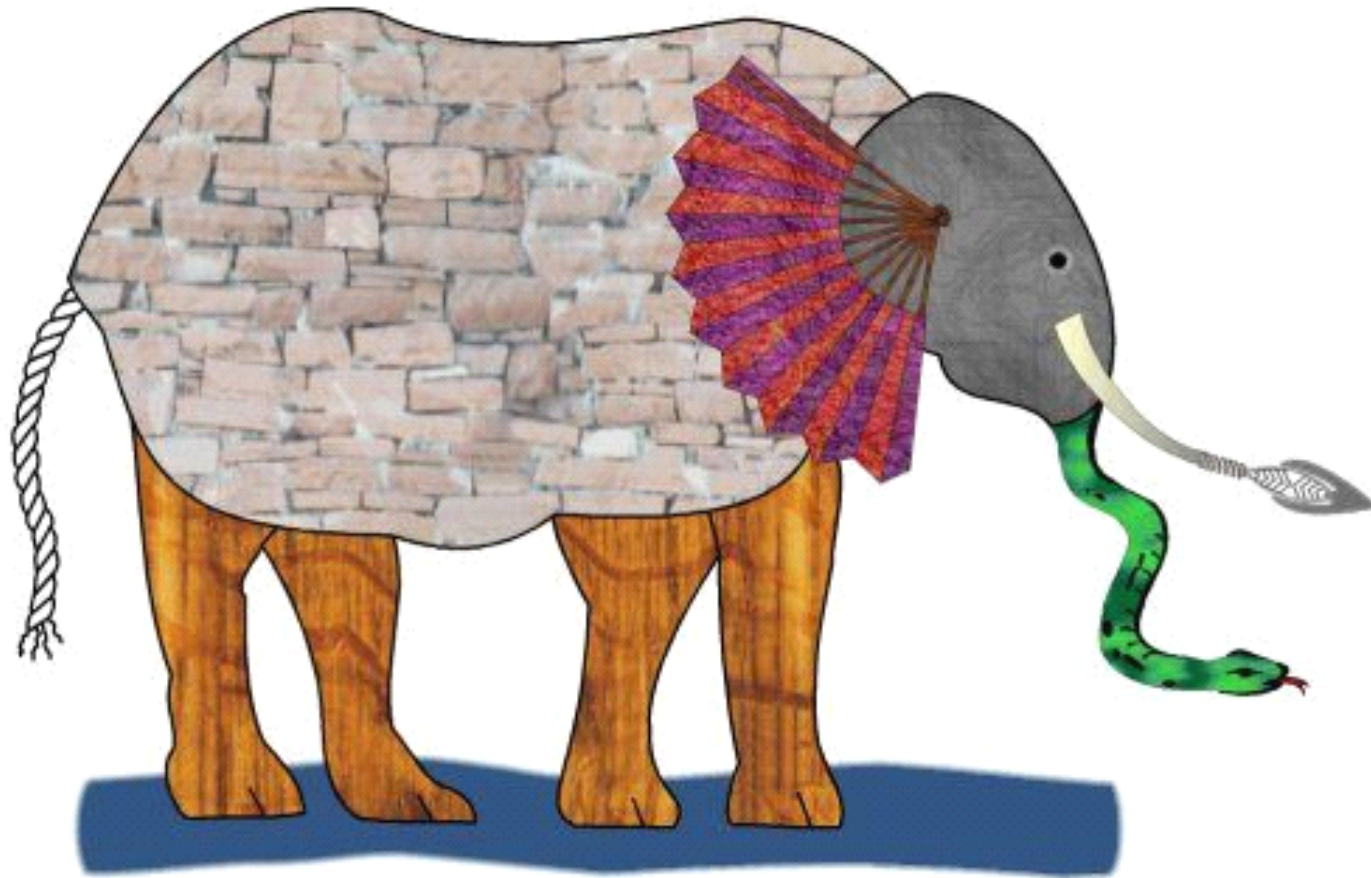


"A lot of companies have chosen to downsize, and maybe that was the right thing for them. We chose a different path. Our belief was that if we kept putting great products in front of customers, they would continue to open their wallets." – 喬布斯

"You can't just ask customers what they want and



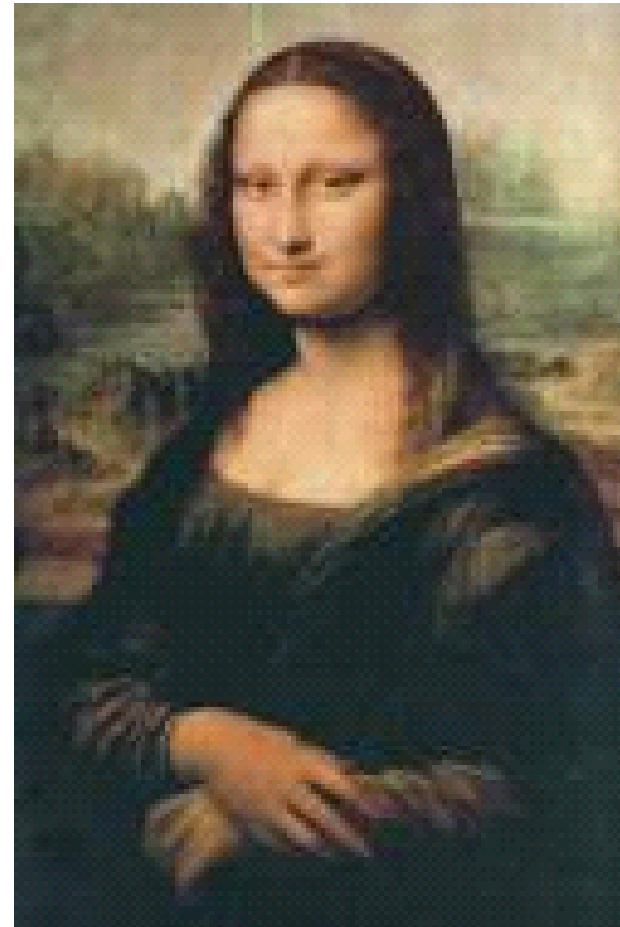
瞎子摸象



迭代和积累



From Jeff Patton:
www.agileproductdesign.com/downloads/patton_embrace_uncertainty_optimized.ppt



敏捷团队转型的过程中常见的误谬。 **(Fallacies of the Agile Transformation)**



- 进入敏捷开发後，系统要件和设计都不用写了。只要分成小块的使用者故事，然後直接撰写程序即可。这样可以增加效率。
- 进入敏捷开发後，会议变多了。
- 敏捷开发并没有造成实质的改变。



如何实现成功的转型。



- 了解团队转型的过程（守破离）。
- 打通任督二脉。
- 企业中应有如下的角色：魔术师（**the magician**），小孩（**the child**），耳朵（**the ear**），大智若愚的人（**the wise fool**），攀藤（**the creeping vine**），梦想家（**the dreamer**），扩音器（**the megaphone**）。

Questions?

