



餐馆故事给我们的启示 Restaurant analogy takeaways

餐馆和经理都未能把握运营一家长期盈利的连锁饮食企业的基本原则

Restaurant and manager failed to grasp fundamental principles of running a long-term profitable restaurant chain

未能用基于这些原则的经济框架来评估具体行动

Failed to evaluate specific actions in the context of an economic framework based on those principles

许多组织团队级别的Scrum做得不错，但却无法取得预期的业务成绩，因为他们未能把握住Scrum基本原则的精髓，也不知道该怎样以经济合理的方式运用这些原则

Many organizations do good team-level Scrum, yet don't get desired business results because they fail to grasp the fundamental principles that underlie Scrum and how those principles should be used in an economically sensible way

接下来60分钟.....60 minutes from now...

你离开时，已经知道了取得组织级Scrum成功
所面临的三个首要阻碍...

You will walk out of here knowing the three principal inhibitors to organizational success with Scrum...

以及使用经济合理的Scrum应对
这些阻碍的方法

And how to use Economically Sensible Scrum to address them

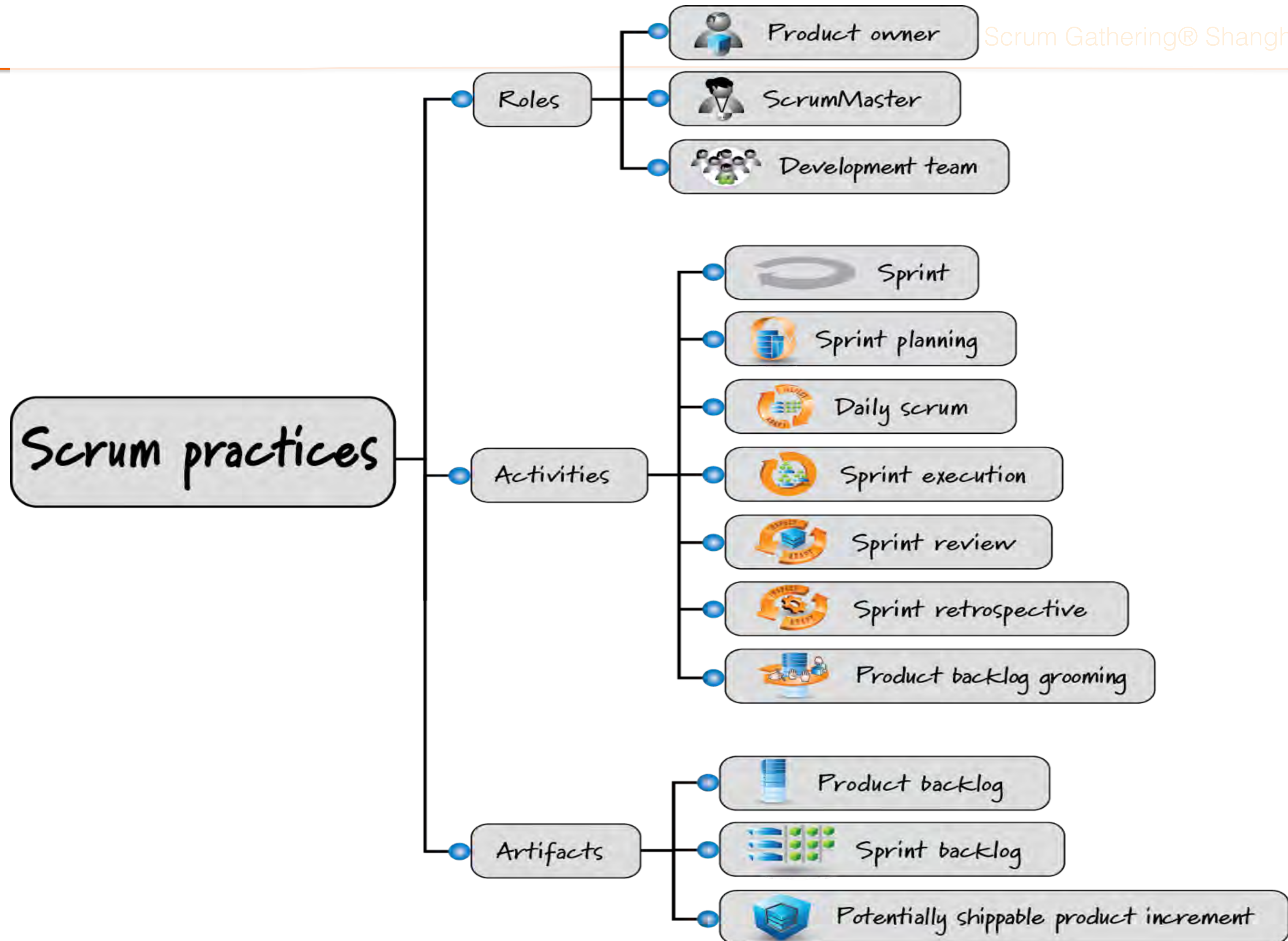
Scrum框架 Scrum framework

Scrum, 不足以成功; 经济合理的Scrum, 足以。

Scrum isn't sufficient for success, Economically Sensible Scrum is



图片来源: <http://www.innolution.com/resources>



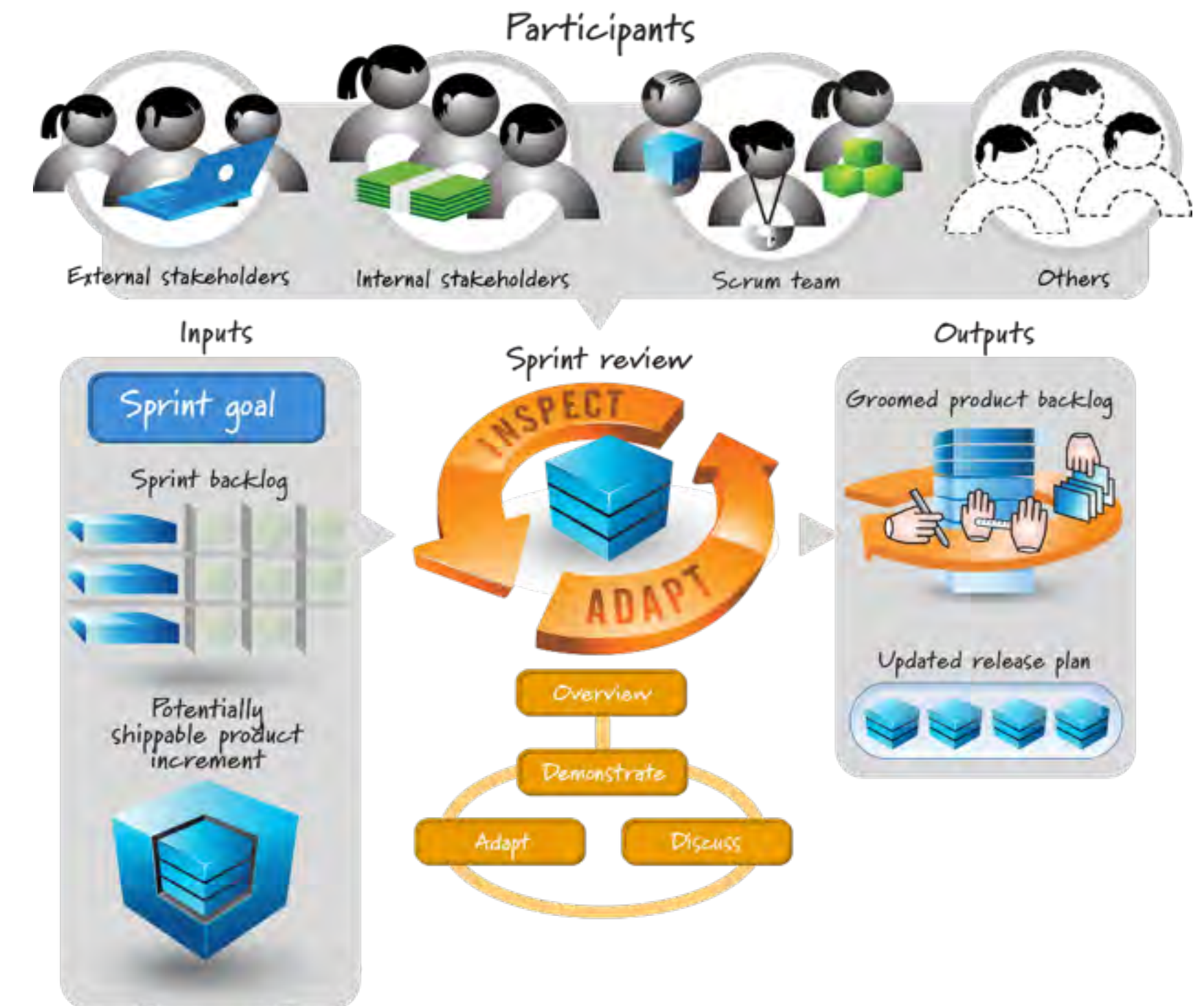
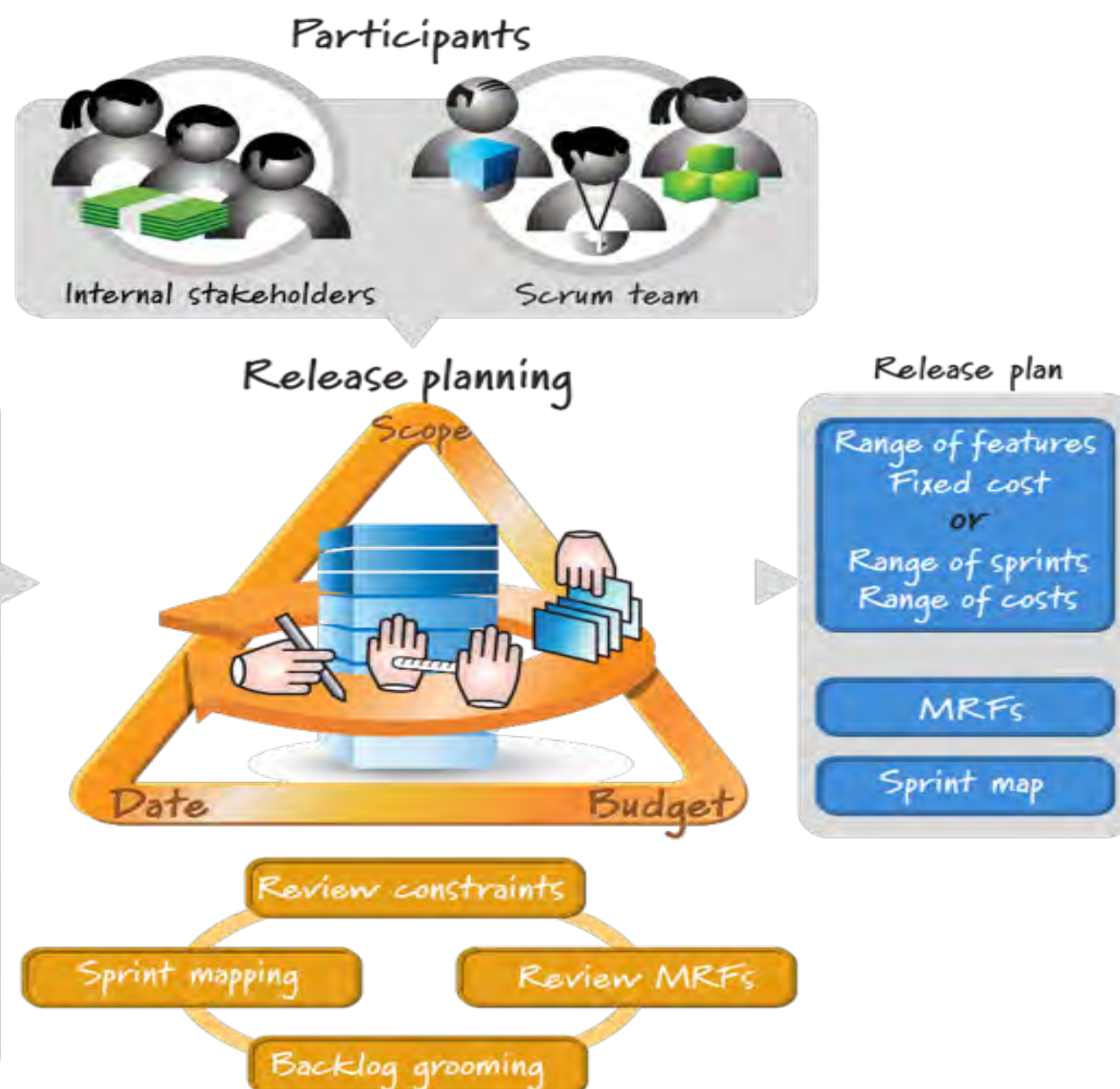
方法 Approaches

Upload File

As a wiki user I want to upload a file to the wiki so that I can share it with my colleagues.

Conditions of Satisfaction

- Verify with .txt and .doc files
- Verify with .jpg, .gif, and .png files
- Verify with .mp4 files <= 1 GB
- Verify no DRM-restricted files



ScrumBut(t) – 违背Scrum框架

violations of the Scrum framework

我们用Scrum，但是.....

We do Scrum, but...

8周一个迭代

Sprints are 8 weeks

没有产品负责人

No product owner

周一三五开Scrum日会

Daily scrums on M-W-F

迭代计划用2天时间

Sprint planning is 2 days

等等Etc...



如果没有违背Scrum会怎么样?

What if there are no Scrum "violations?"

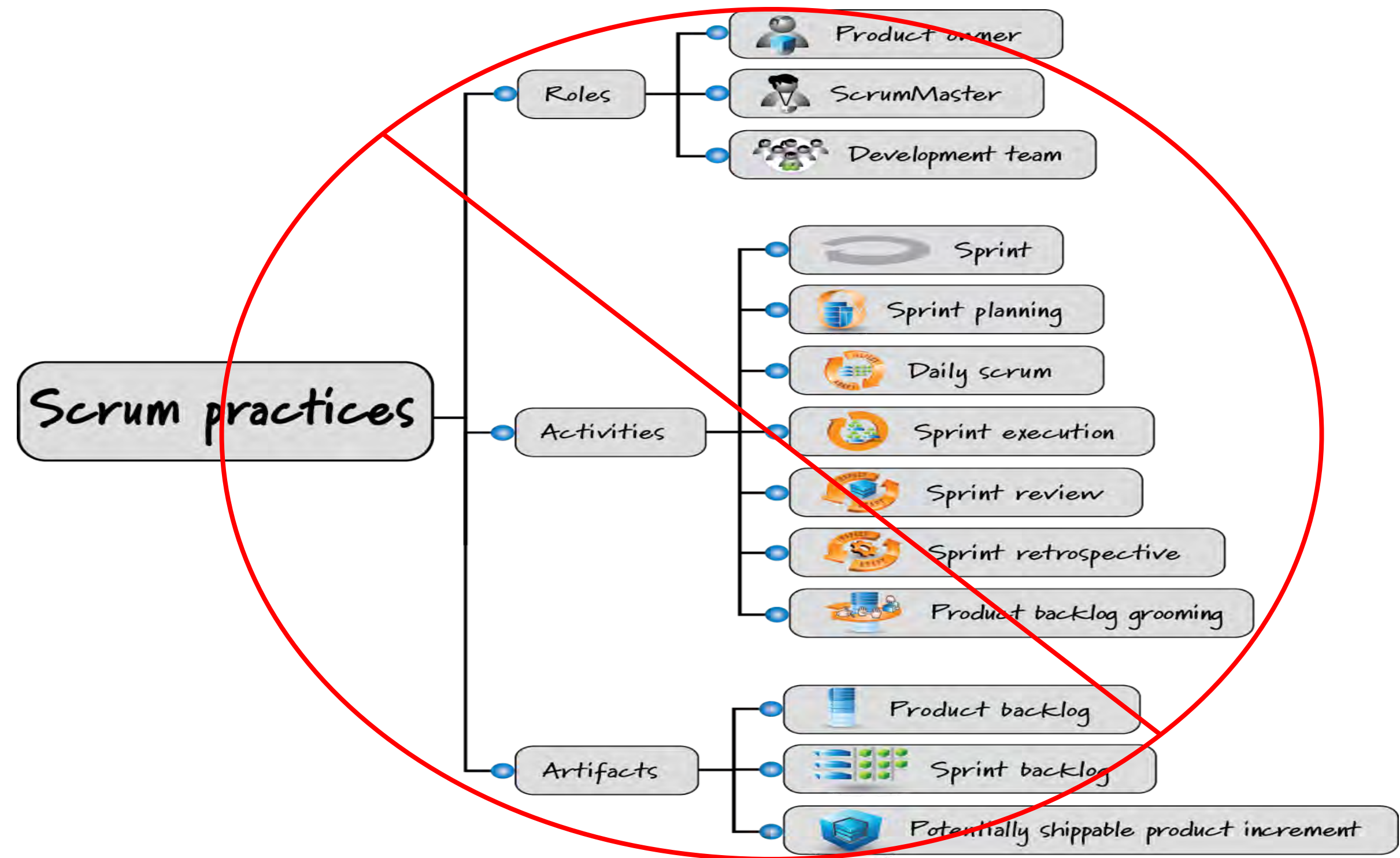
VIOLATION

这样使用**SCRUM**违背了敏捷核心实践

因此我们认为这就是**SCRUMBUT**

**YOUR USE OF SCRUM VIOLATES A
CORE PRACTICE AND IS HEREBY
DEEMED TO BE A SCRUMBUT**

你的团队照片已被记录



不违背=成功吗?

Do no violations = success with Scrum?

成功运用Scrum的三个阻碍

Three inhibitors to success using Scrum

开发过程中忽视或误用敏捷核心原则

Ignorance or misapplication of core agile principles during development

未能在价值链从头到尾运用敏捷原则

Failure to apply agile principles throughout the value chain

未能以经济合理的方式组织团队

Failure to structure teams in an economically sensible way

总的来说，就是没有以经济合理的方式
运用敏捷核心原则

Overall, not applying core agile principles in an economically sensible way

敏捷原则为检验与适应提供上下文

Agile principles provide context for inspecting & adapting

人们运用Scrum却不去理解其背后原则，会因为缺乏必备上下文而不明白为什么要这样做，也不理解什么时候怎样去检验与适应所用方法最好

People who apply Scrum without understanding its underlying principles lack the necessary context to understand why they are doing things and when and how best to inspect and adapt their approaches

不确定性和可变性



预测和适应



经证实的认知



在制品 (WIP)



进度

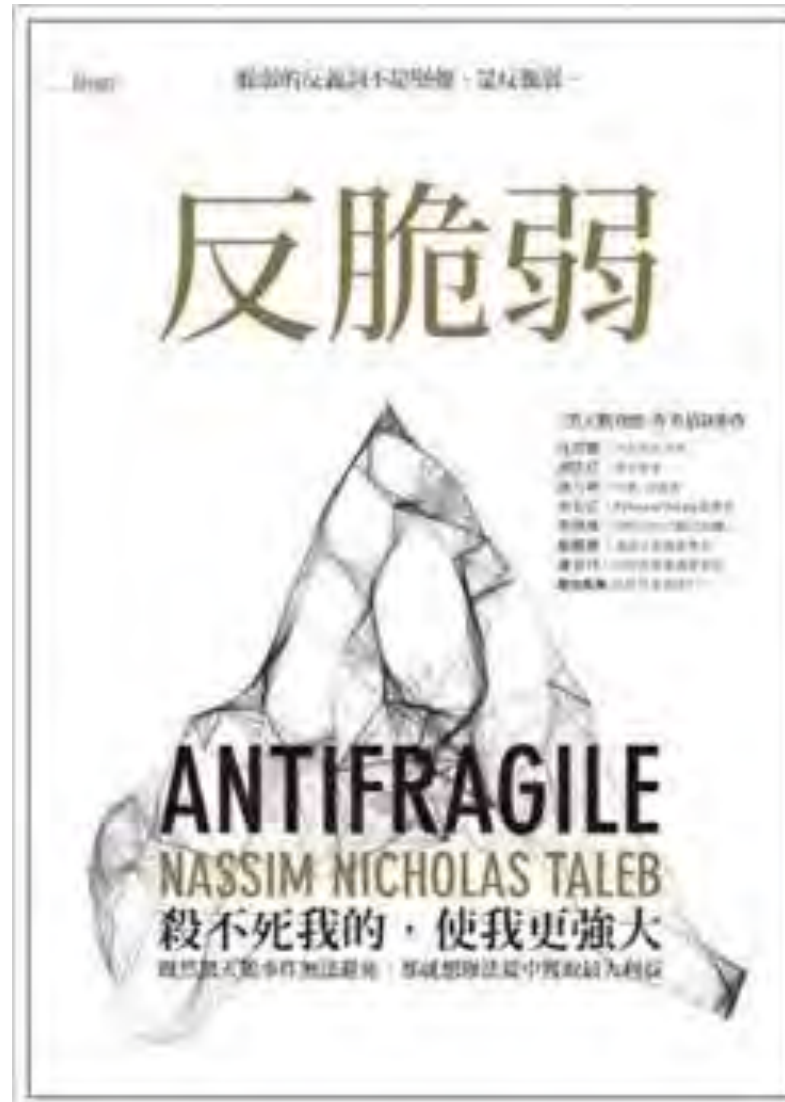


执行



敏捷原则让组织强韧和反脆弱

Agile principles make organizations robust & antifragile



拥抱敏捷原则使开发流程和组织强韧及偶尔对于不确定事件混乱的反脆弱，避免伤害并从不确定性中受益。

Embracing Agile principles makes the development process and organization robust and at times antifragile to the disorder of uncertain events, avoiding harm and reaping benefits of uncertainty

Waterfall

Agile

脆弱Fragile

强韧Robust

反脆弱Antifragile

在混乱中受害

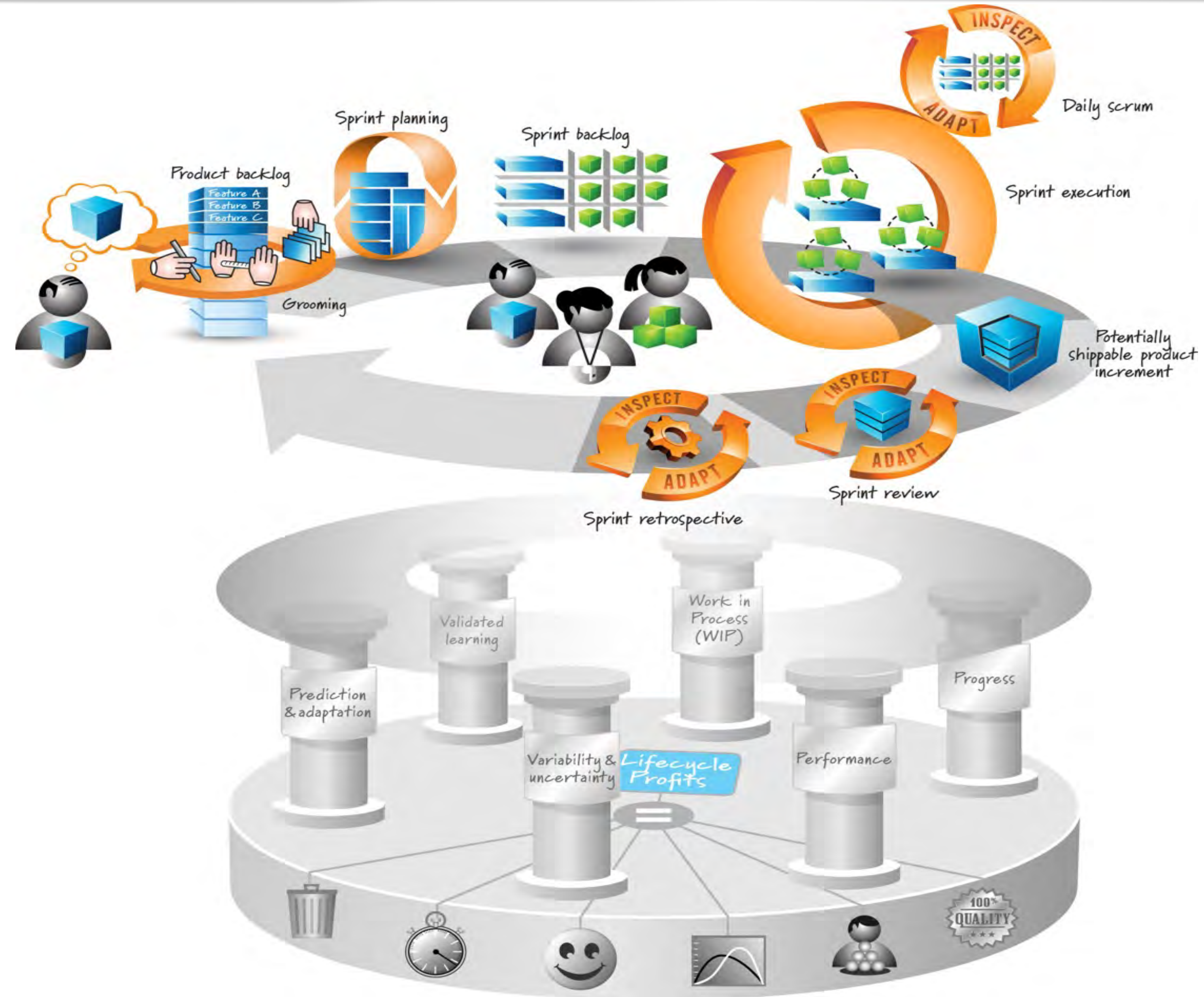
从混乱中复原

从混乱中受益

Harmed by disorder

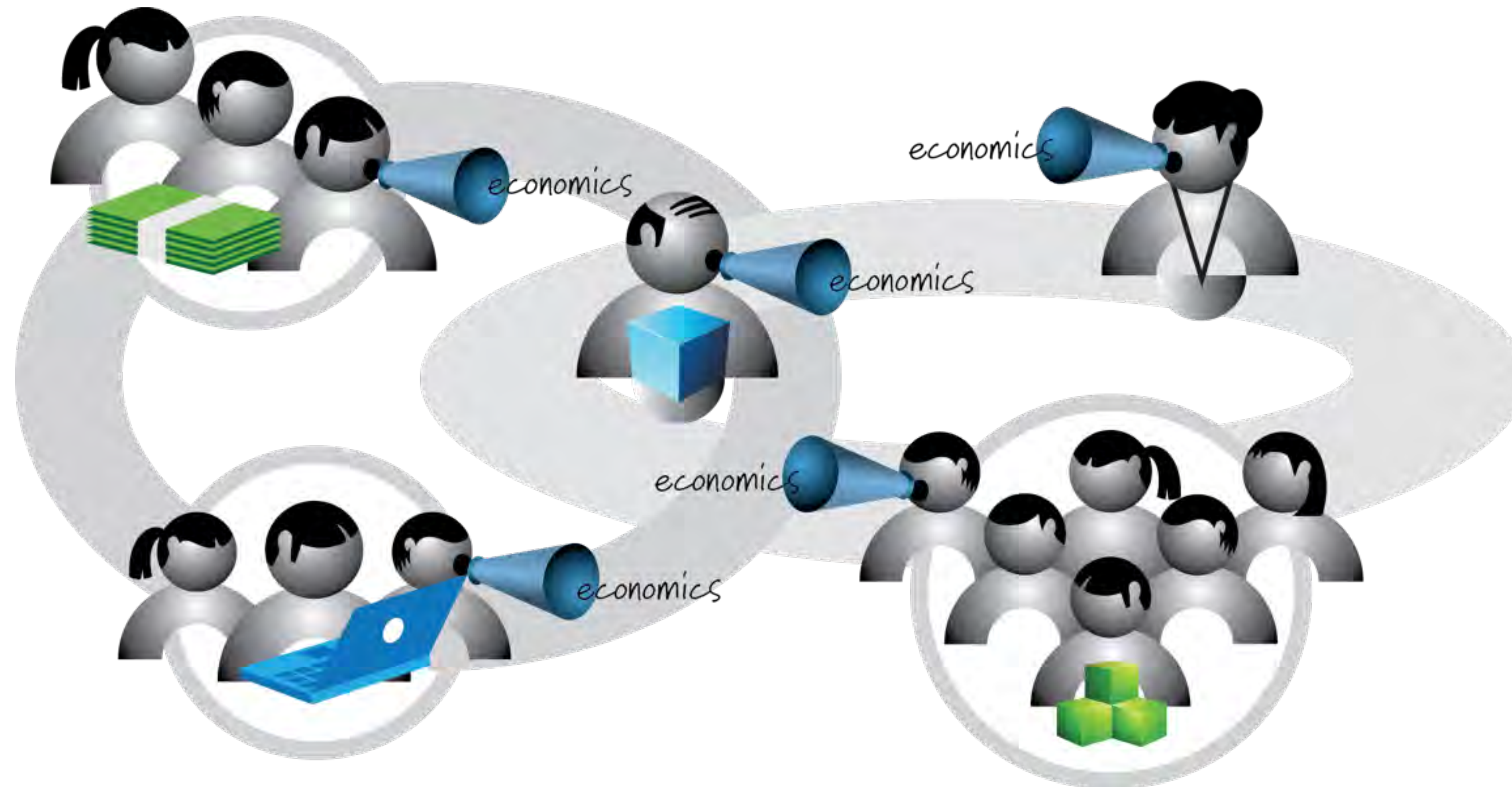
Resilient to disorder

Benefits from disorder



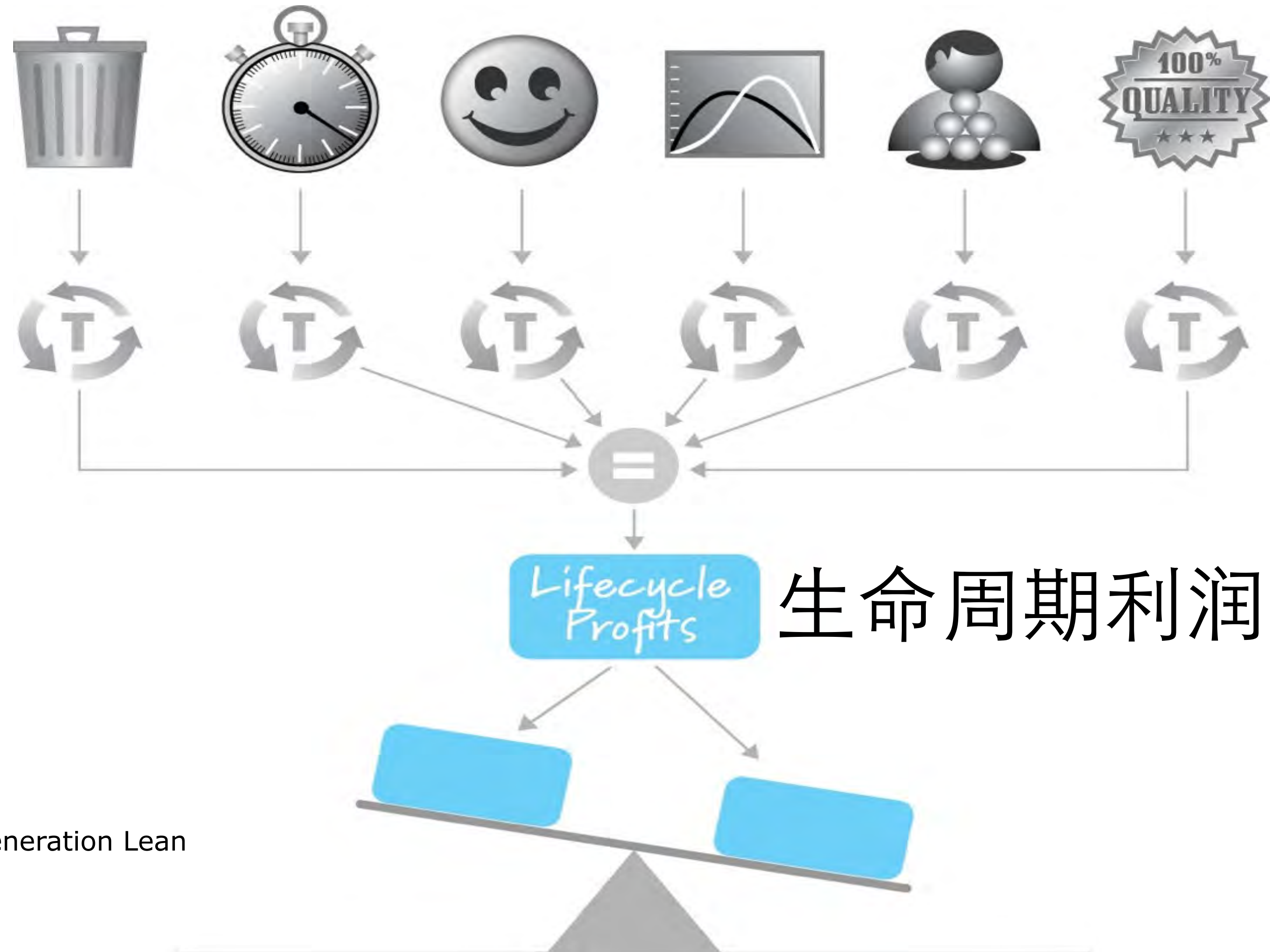
经济性-产品开发的世界语

Economics – universal language of product development



我们需要一个经济框架

We need an economic framework



Based on Reinertsen "The Principles of Product Development Flow: Second Generation Lean Product Development"

示例：浪费 Example: waste

多种形式的浪费
Multiple forms of waste

Waste 1



Waste 2



Waste 3



Waste 4



不能移除所有的浪费
Can't eliminate them all

Waste 1



Waste 2



Waste 3



Waste 4



识别哪种浪费的
经济影响最大
Determine which cause most economic damage

Waste 1



\$

Waste 2



\$\$\$\$

Waste 3



\$\$

Waste 4



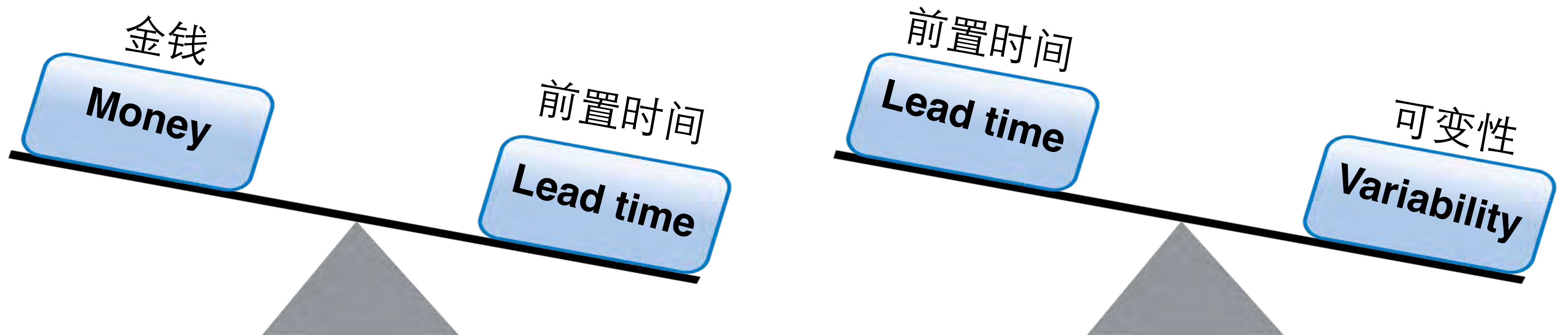
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示例：延误成本

Example: cost of delay

如果不得等3周用户体验团队才能设计用户界面，且你可以通过在团队中增加一名用户体验设计师来消除这种延误，那么用户体验团队延误的成本是什么？

If you have to wait 3 weeks for the UX team to design your UIs, and that delay could be eliminated by having a UX designer on your team, what would be the cost of the UX-team delay (in lifecycle profits)?





开发过程中忽视 或误用敏捷核心原则

Ignorance or Misapplication of Core Agile Principles
During Development

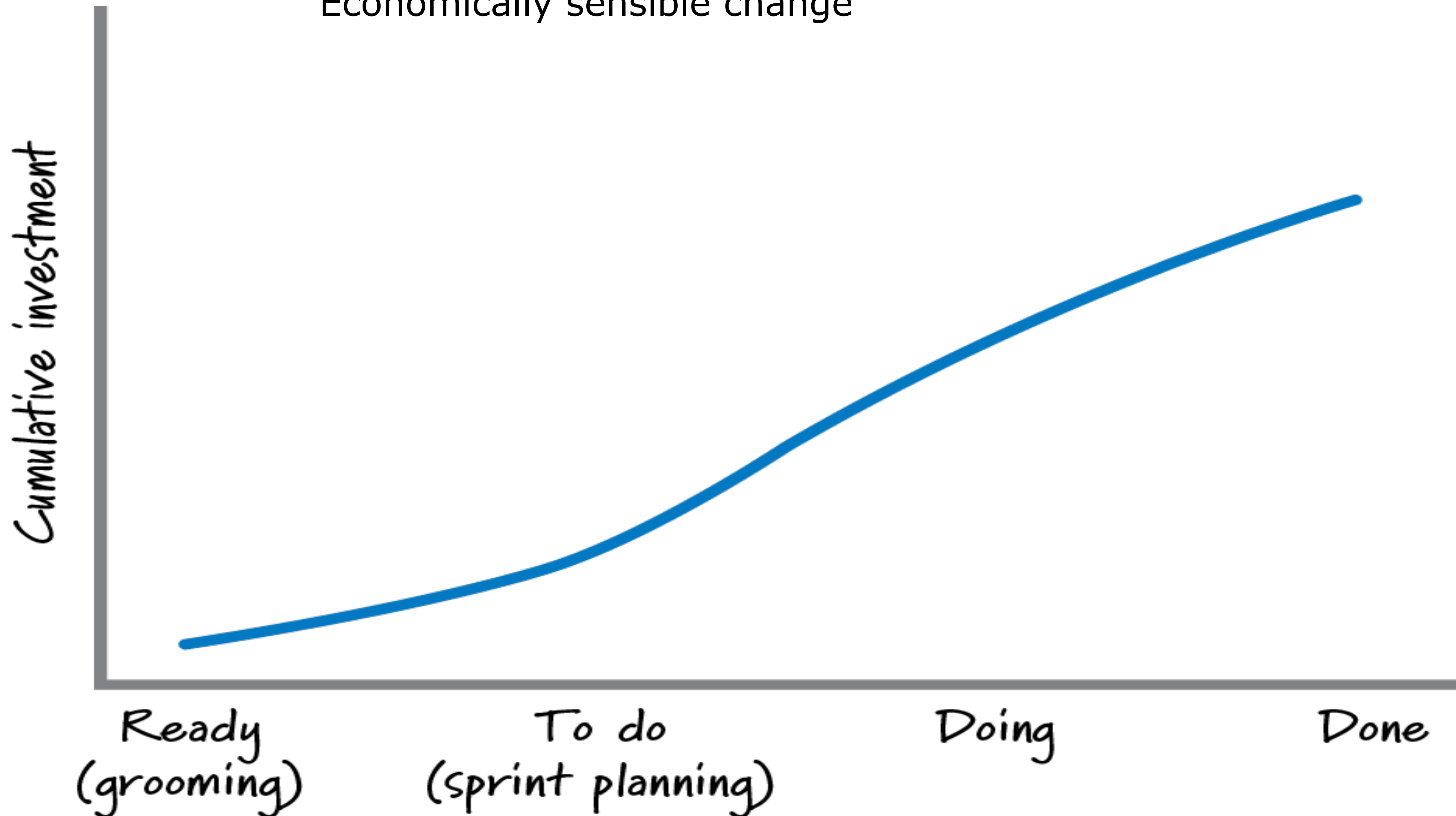
关于变化何时发生的误解

Misunderstanding of when change occurs



经济合理的变化

Economically sensible change

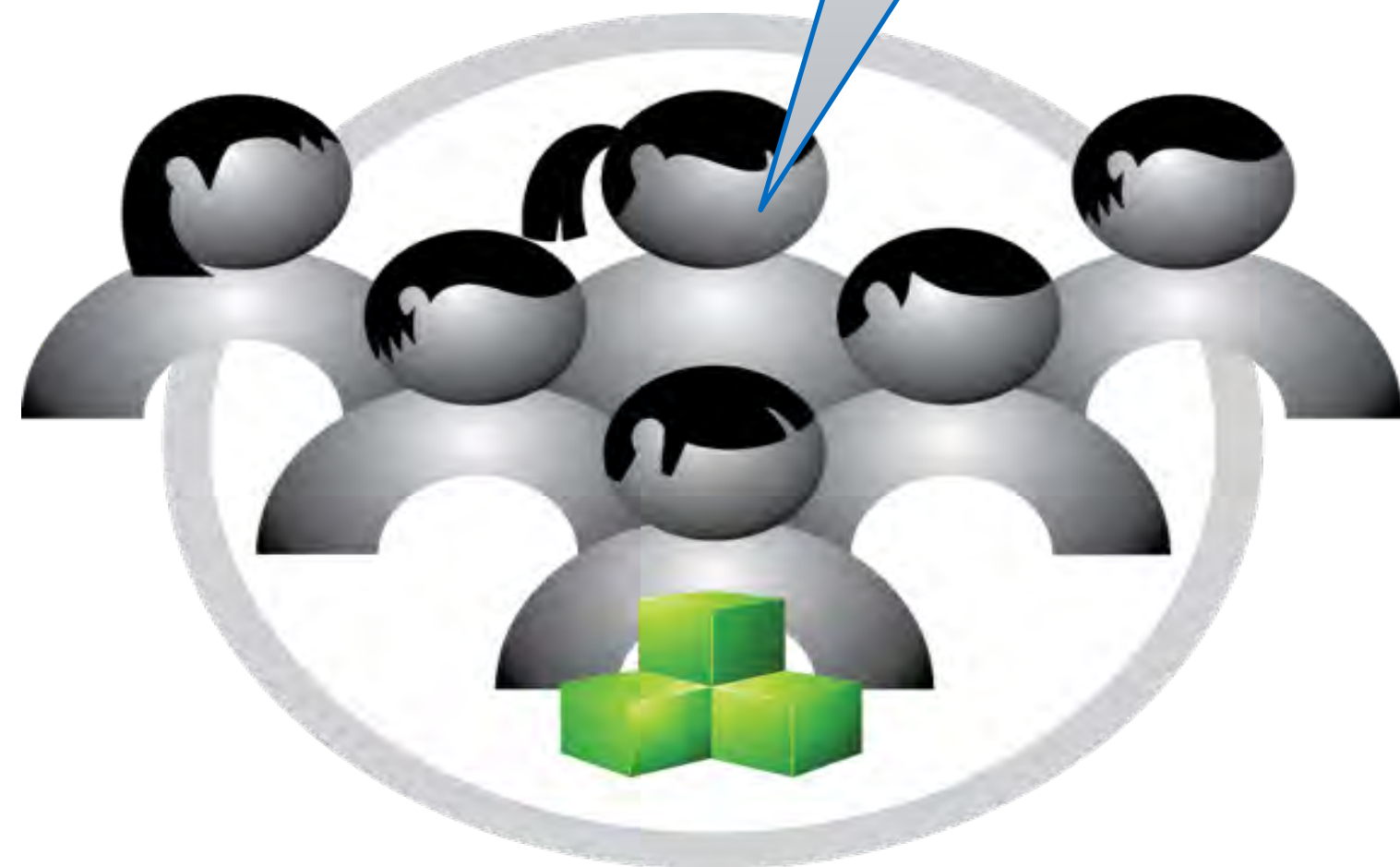


关于及时制（JIT）的误解

Misunderstanding of just-in-time

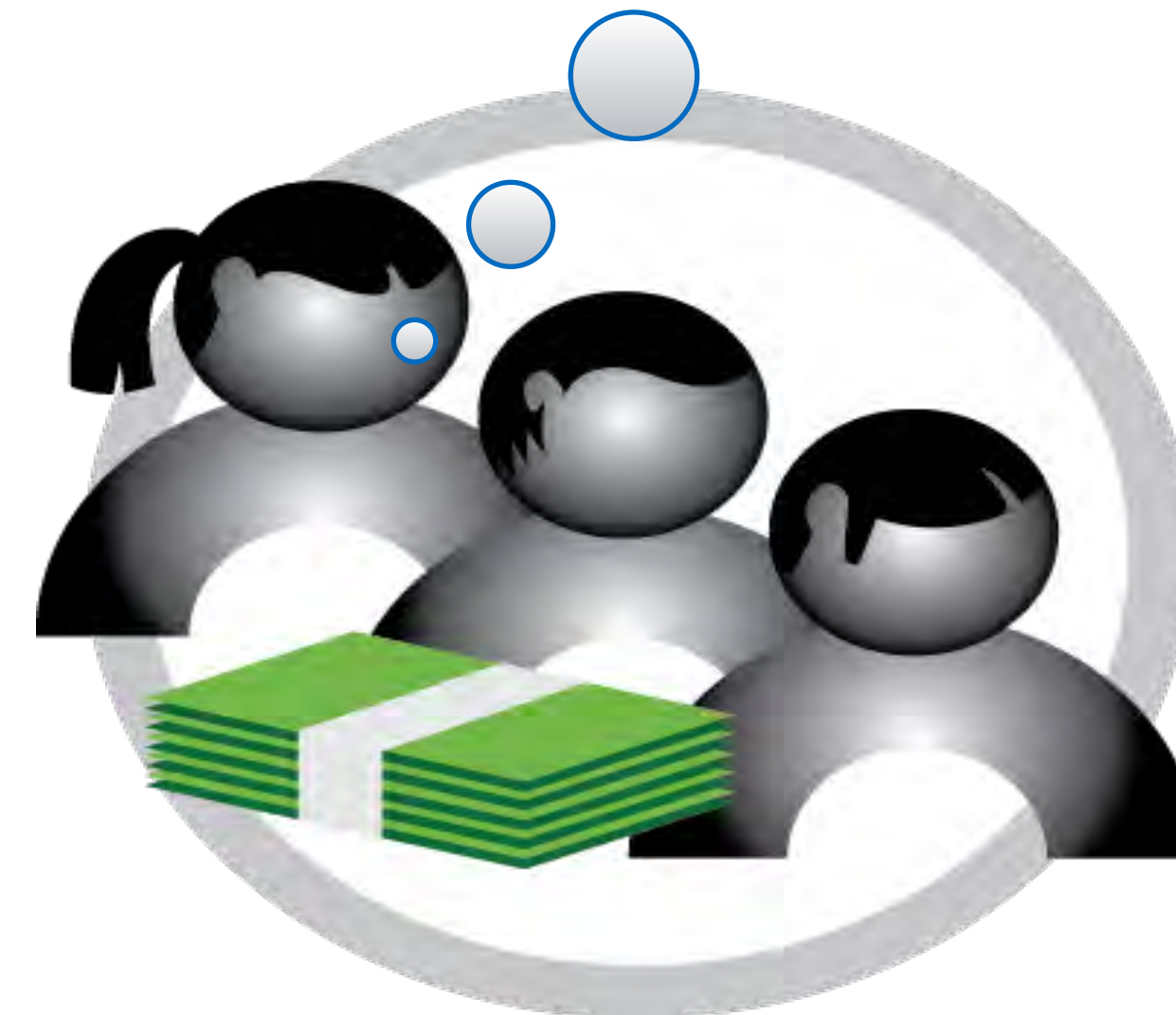
用Scrum我们实时（JIT）做每件事！

With Scrum we do everything just-in-time!



Holly *?&! 这听起来是彻底得混乱!!!

This sounds like total chaos!!!

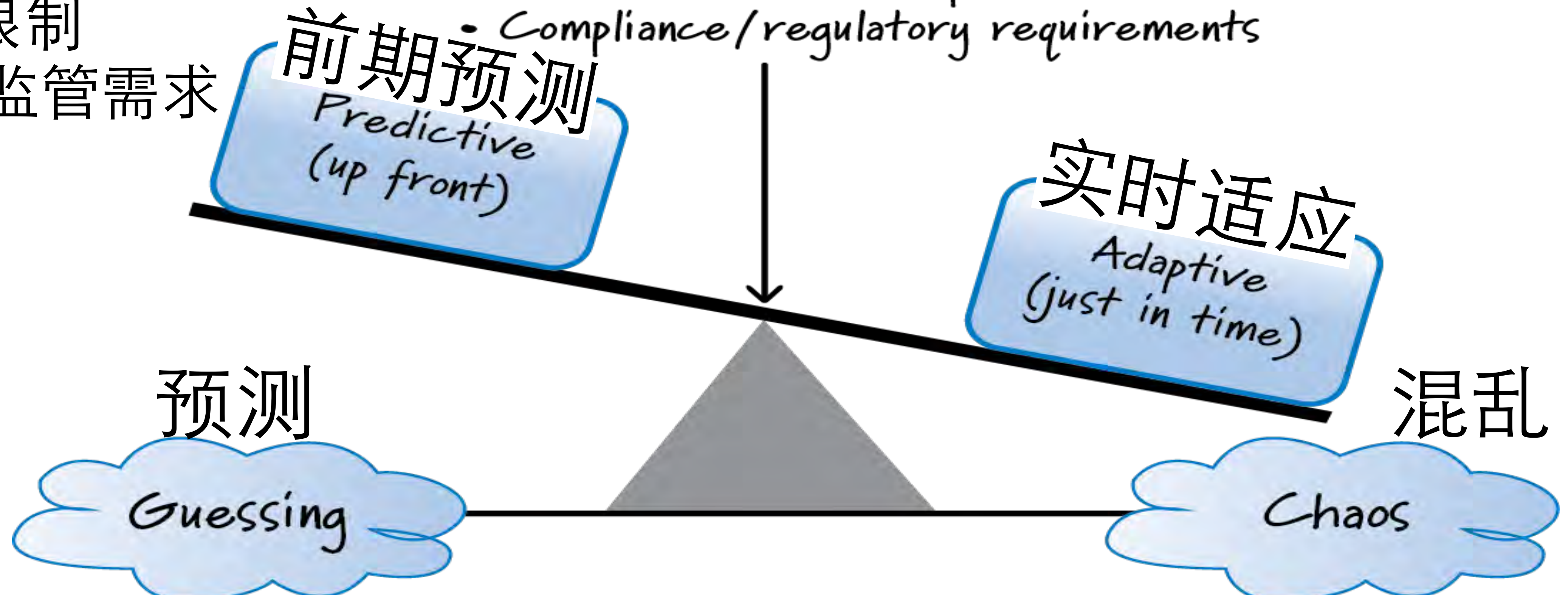


平衡前期预测与及时适应

Balance up front predictive with adaptive just in time

- 产品类型
- 结局不确定性
- 方法不确定性
- 开发限制
- 合规/监管需求

- Type of product
- Degree of end uncertainty
- Degree of means uncertainty
- Constraints on development
- Compliance/regulatory requirements



识别库存（在制品）浪费

Recognize inventory (WIP) waste

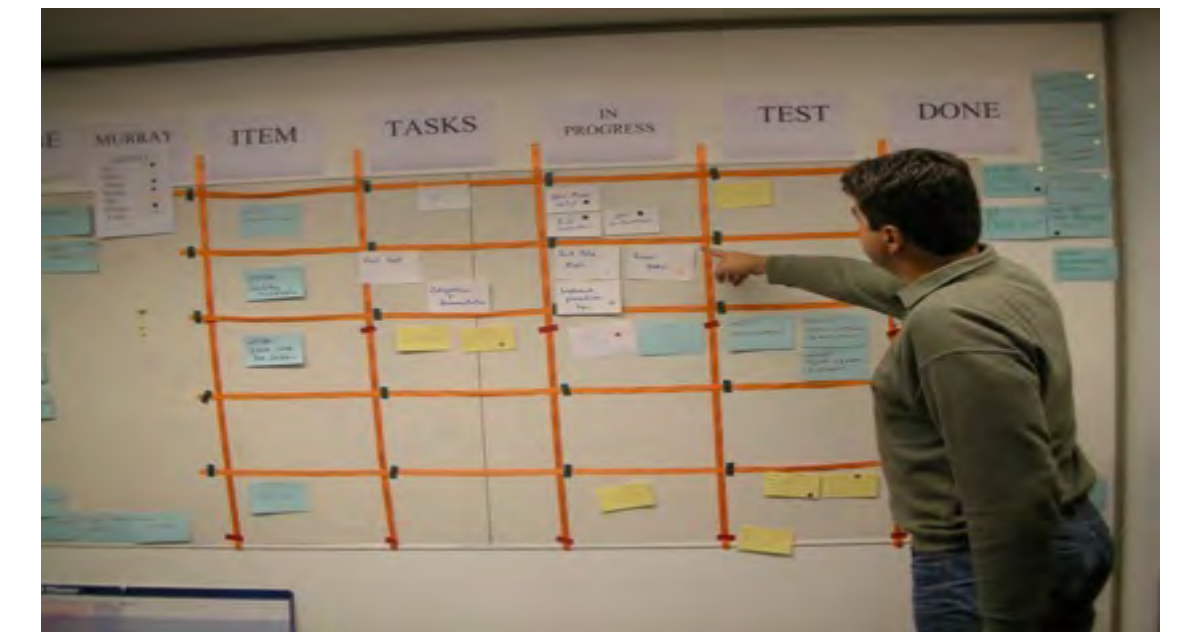
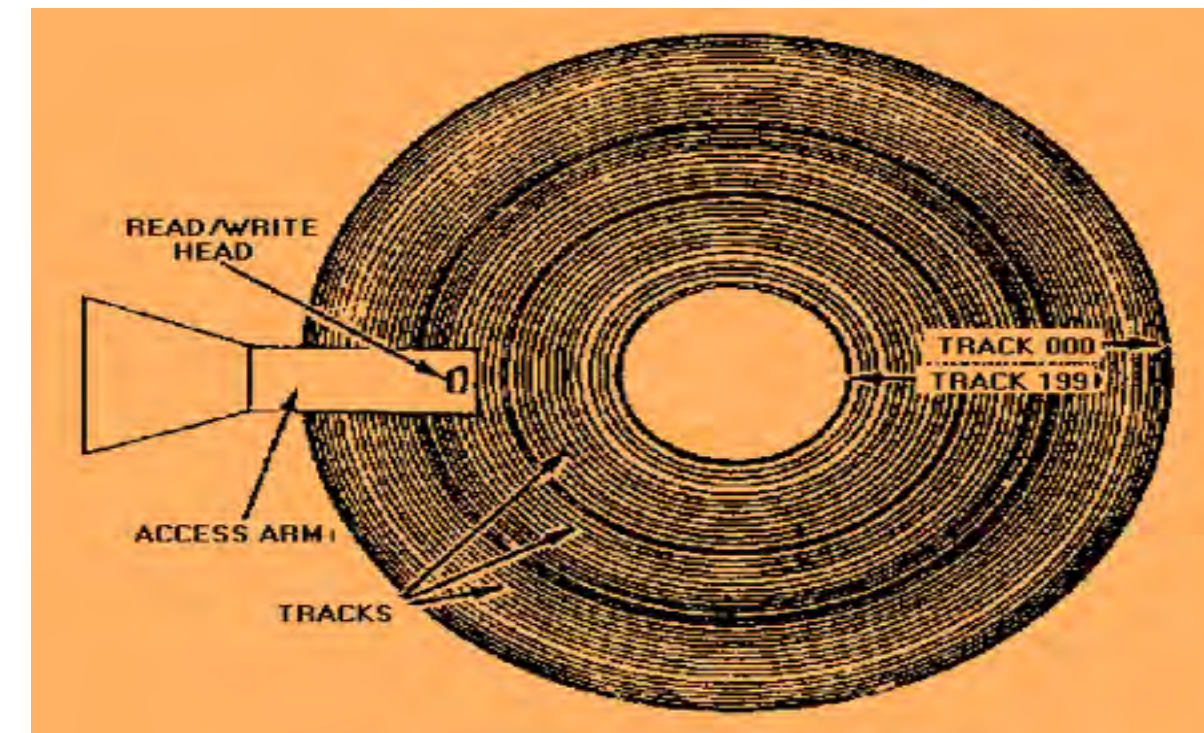
工厂库存物理上和财务上都可见

Manufacturing inventory is both physically and financially visible



产品开发的库存是知识资产，物理上和财务上都不可见

Product-development inventory is knowledge assets that are physically and financially invisible



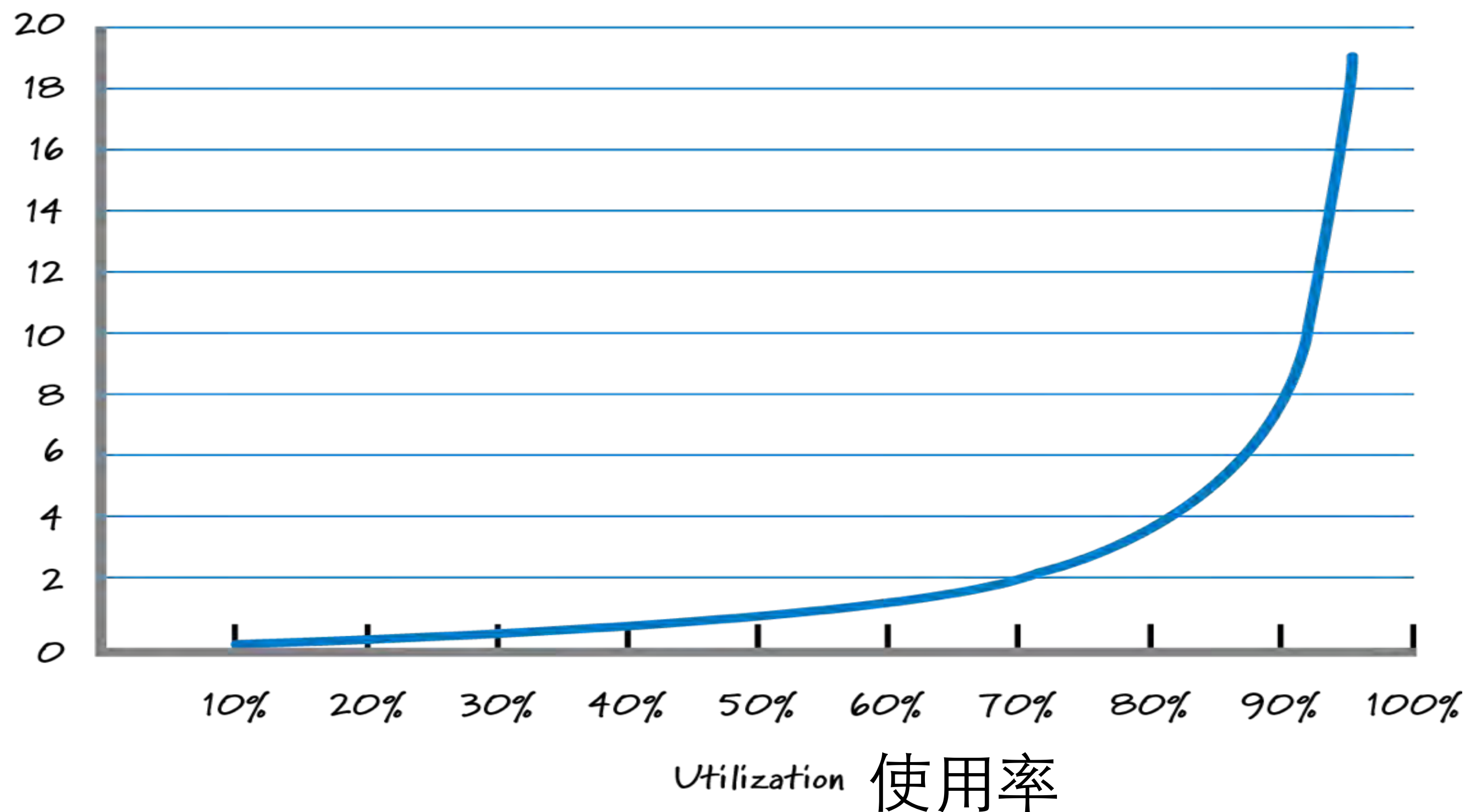
关注空闲工作而不是空闲人员

Focus on Idle Work Not Idle Workers

注意接力棒而不是运动员 Watch the Baton Not the Runners



队列大小 Queue Size

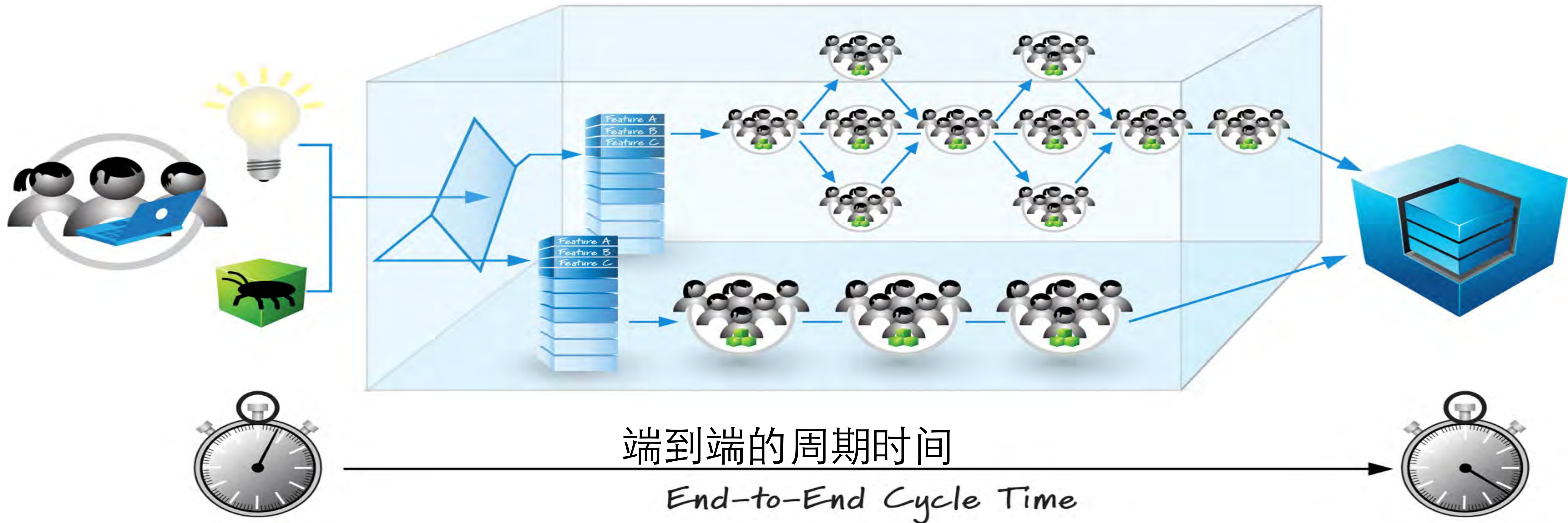


快速、灵活的流

Fast, flexible flow

团队一起工作以快速交付
业务价值的系统

System of teams working together
to deliver business value quickly

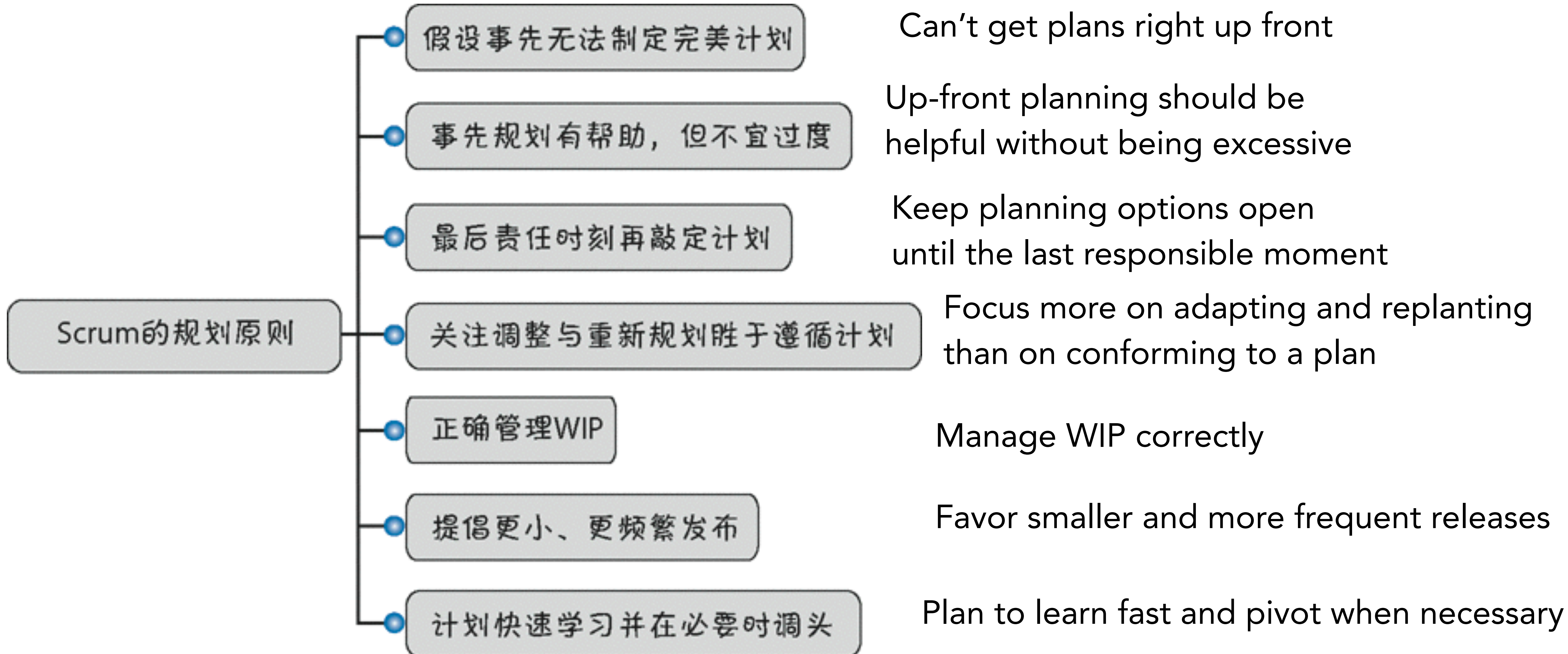


端到端的周期时间

End-to-End Cycle Time

经济合理的规划

Economically sensible planning



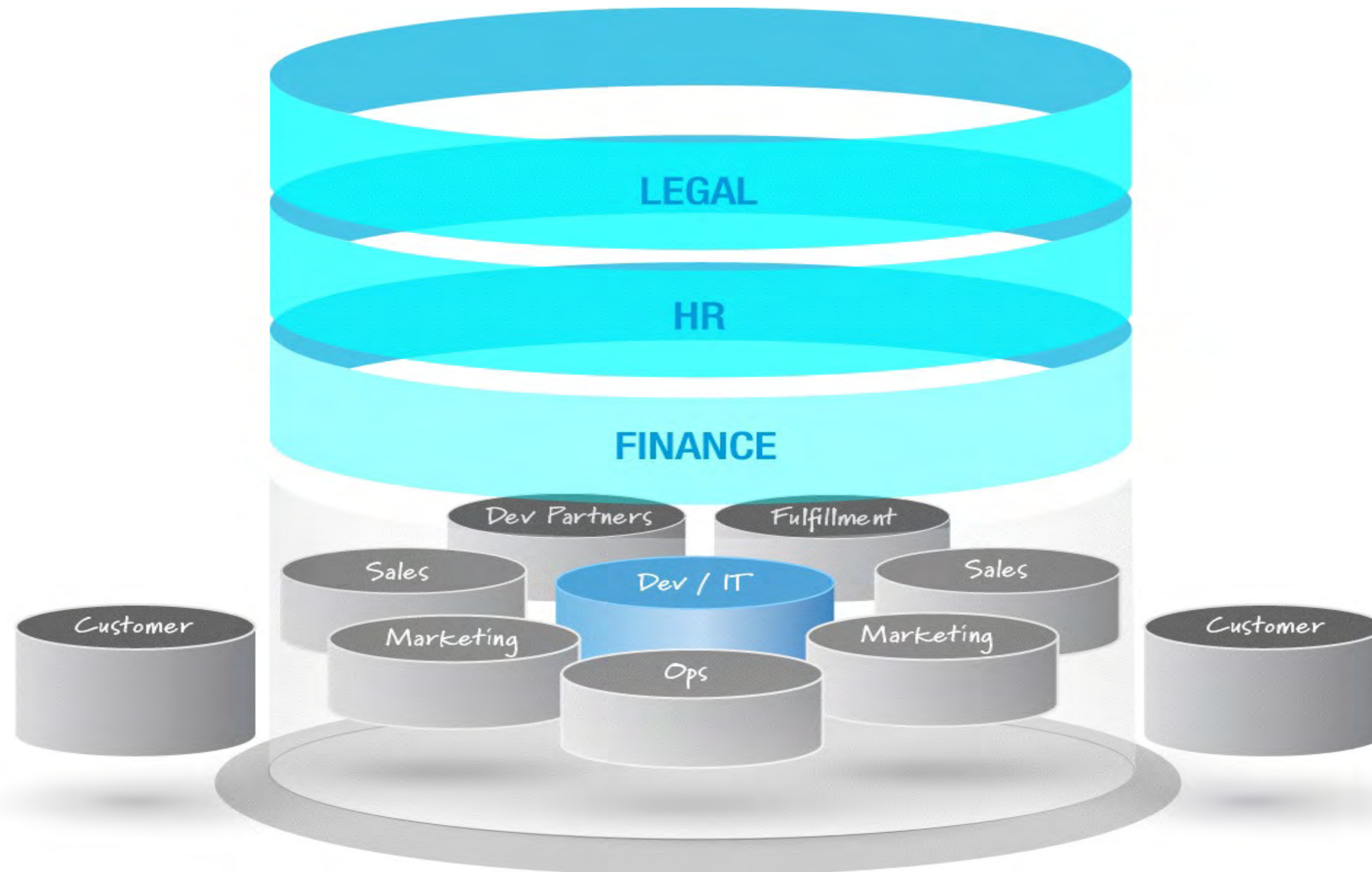
The background features a dark green field with faint, light green illustrations. On the left, there are icons for a lightbulb, a hand pointing, and a hand holding a pencil. In the center, a large white arrow points to the right. On the right side, there are icons for a grid, a circular arrow labeled 'INSPECT', and another circular arrow labeled 'ADAPT'. At the bottom right, there are icons for a stack of boxes and a truck labeled 'shipping'.

未能在价值链从头到尾 运用Scrum原则

Failure to Apply Scrum Principles Throughout the
Value Chain

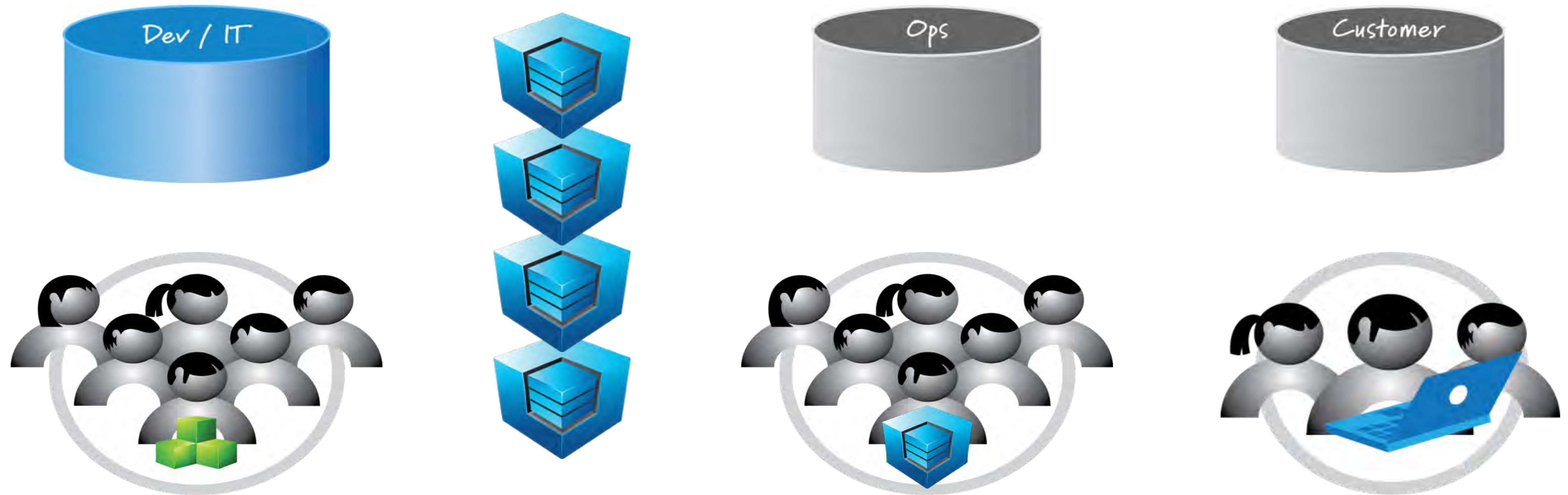
示例：价值链

Example value chain



下游系统不搭配

Downstream misaligned



内部管理不一致

Internal management misaligned

开发是敏捷方式，但提供的都是计划驱动的工作件（如大量的前期需求，整体预算和精确的时间表），和以前一样项目需要批准

Develop in an Agile way, but still provide all of the same plan-driven artifacts (e.g., extensive up-front requirements, full budget, and precise schedule like before to get the project approved)

Do Agile Here

Capture complete requirements

Requirements approval/sign-off

Approved baselined requirements

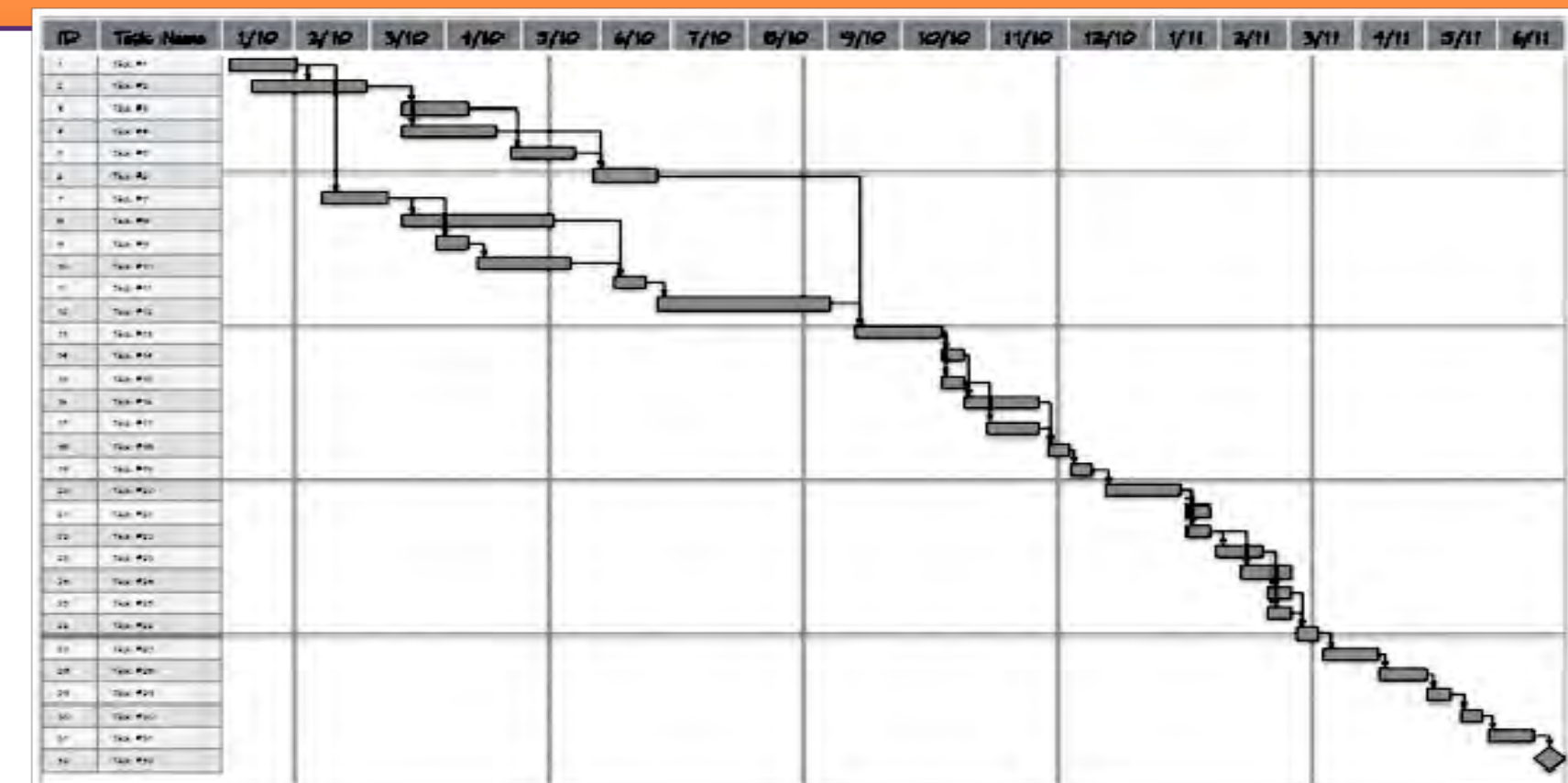
Design

Build

Test



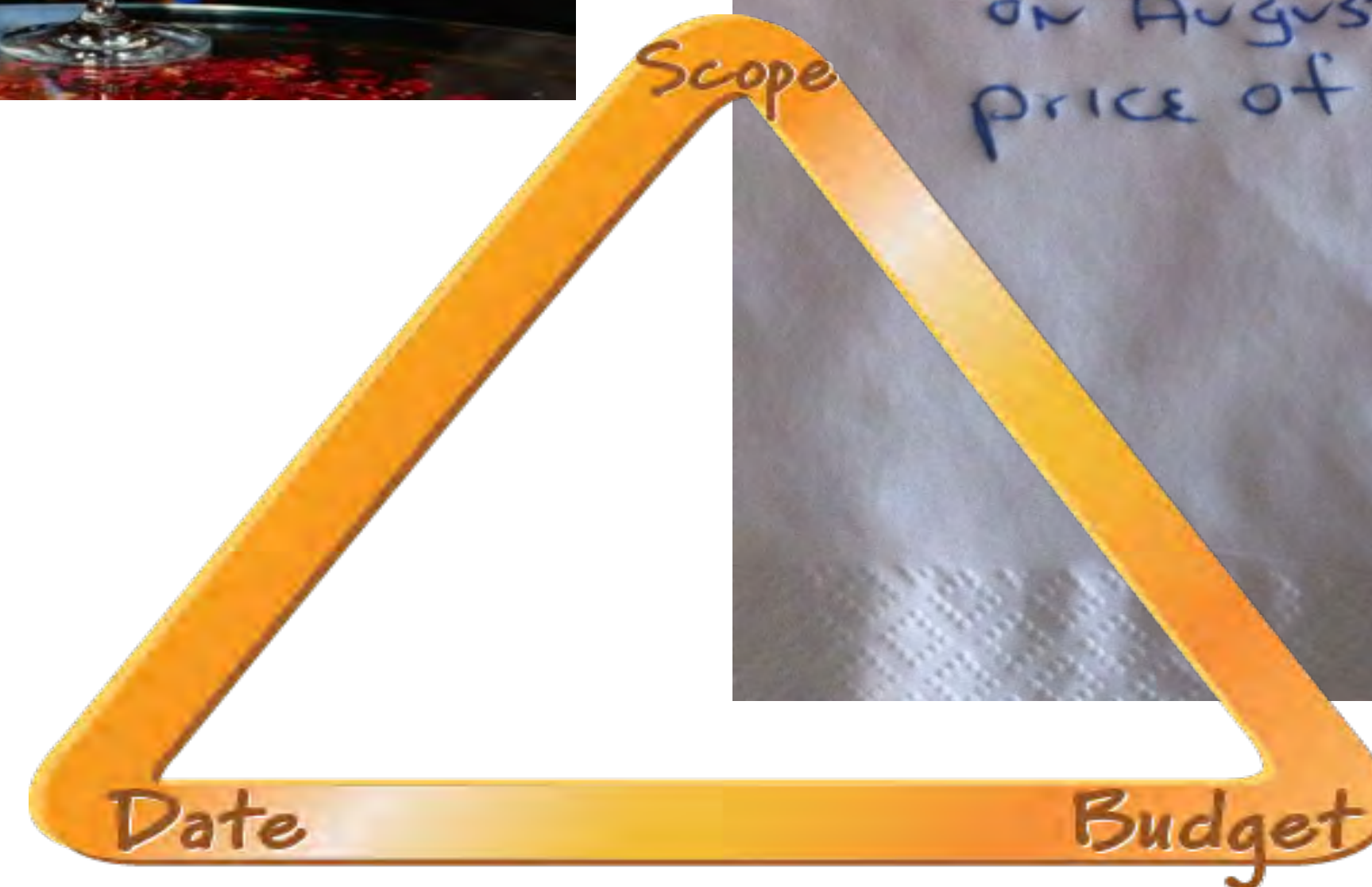
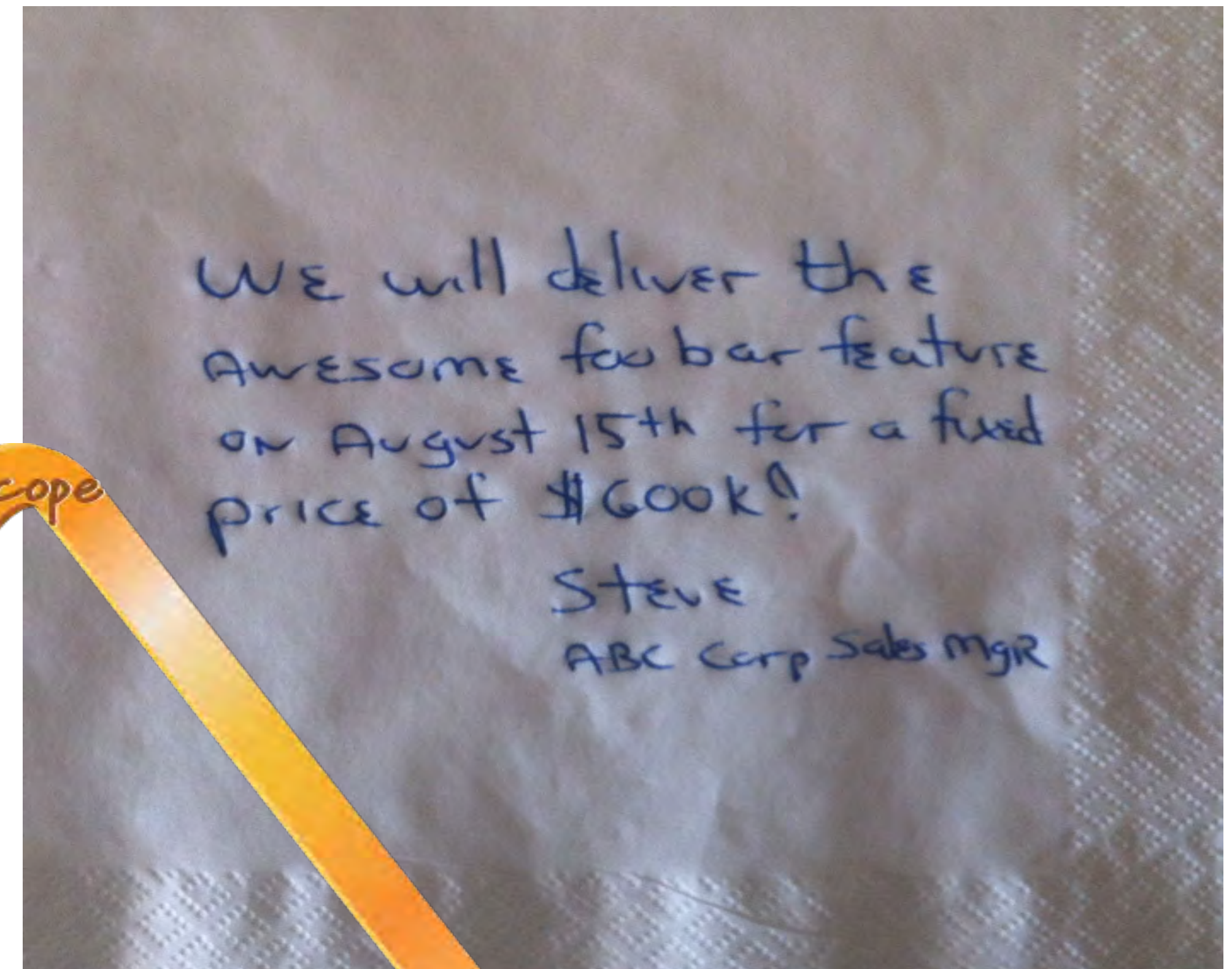
吃着碗里的，惦记着锅里的



销售不一致

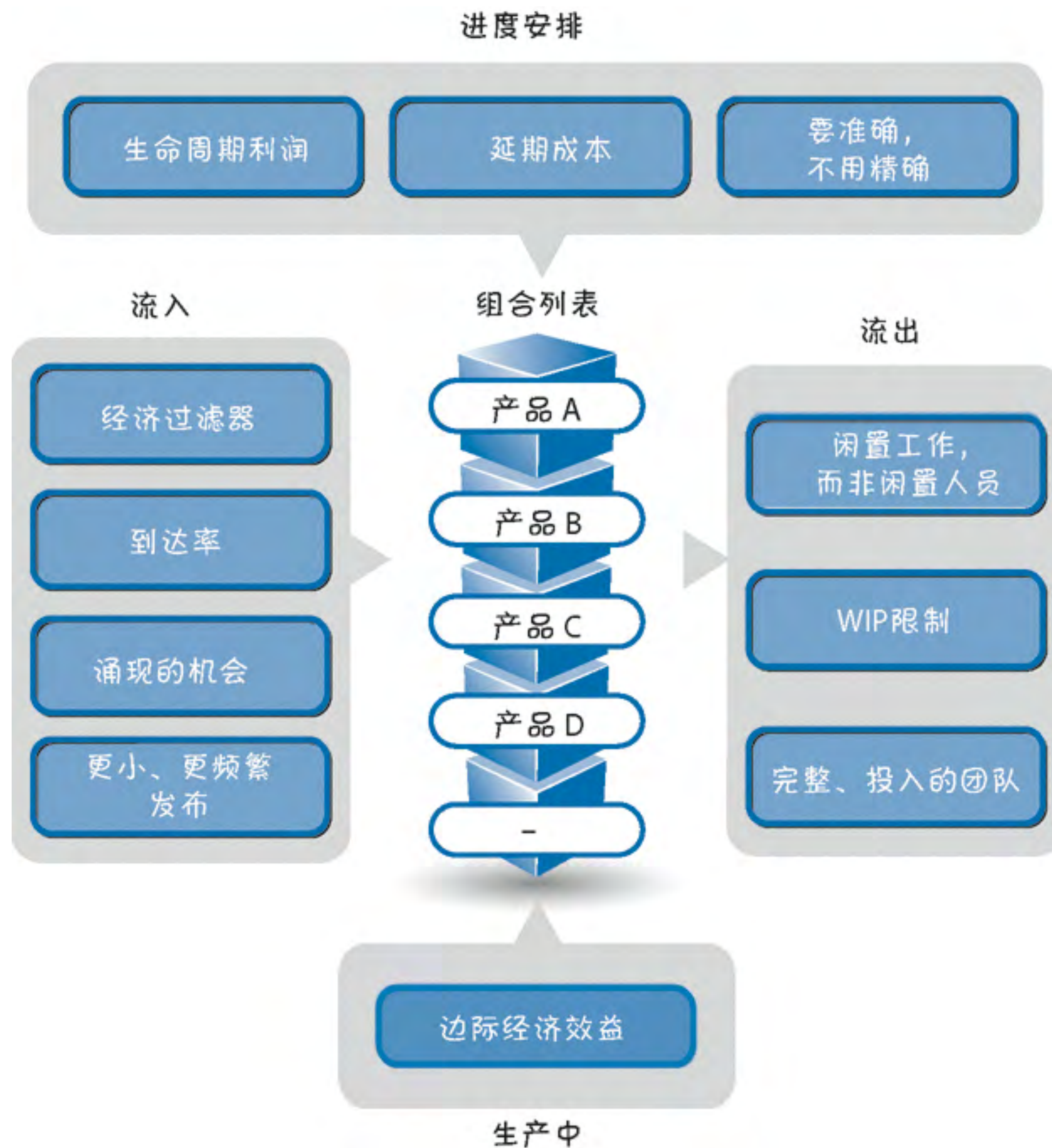
Sales Misaligned

我们会在8月15日交付一个很棒的特性，是来自60万美元固定价格的合同！



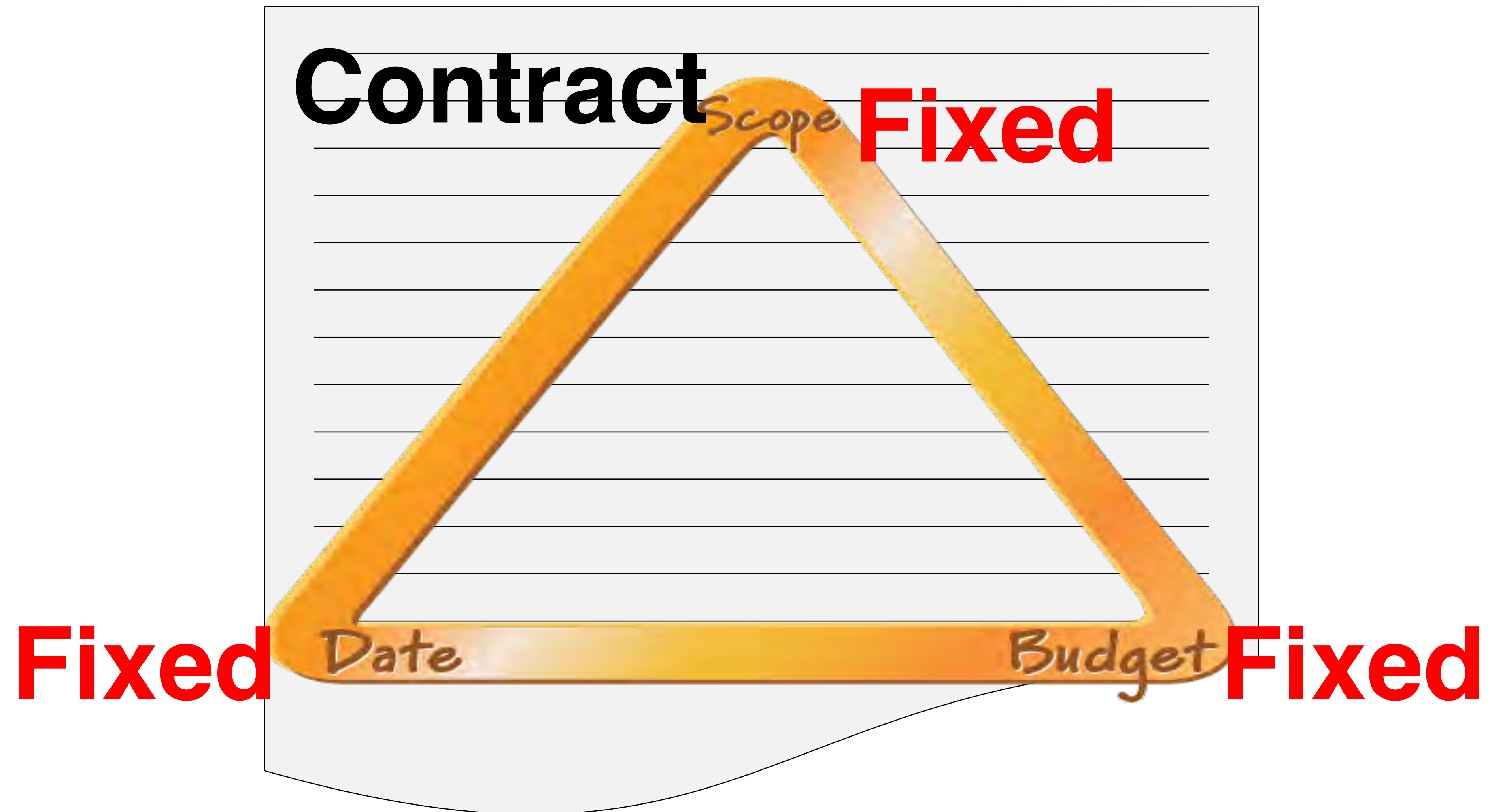
组合计划不一致

Portfolio planning misaligned



合作伙伴不一致

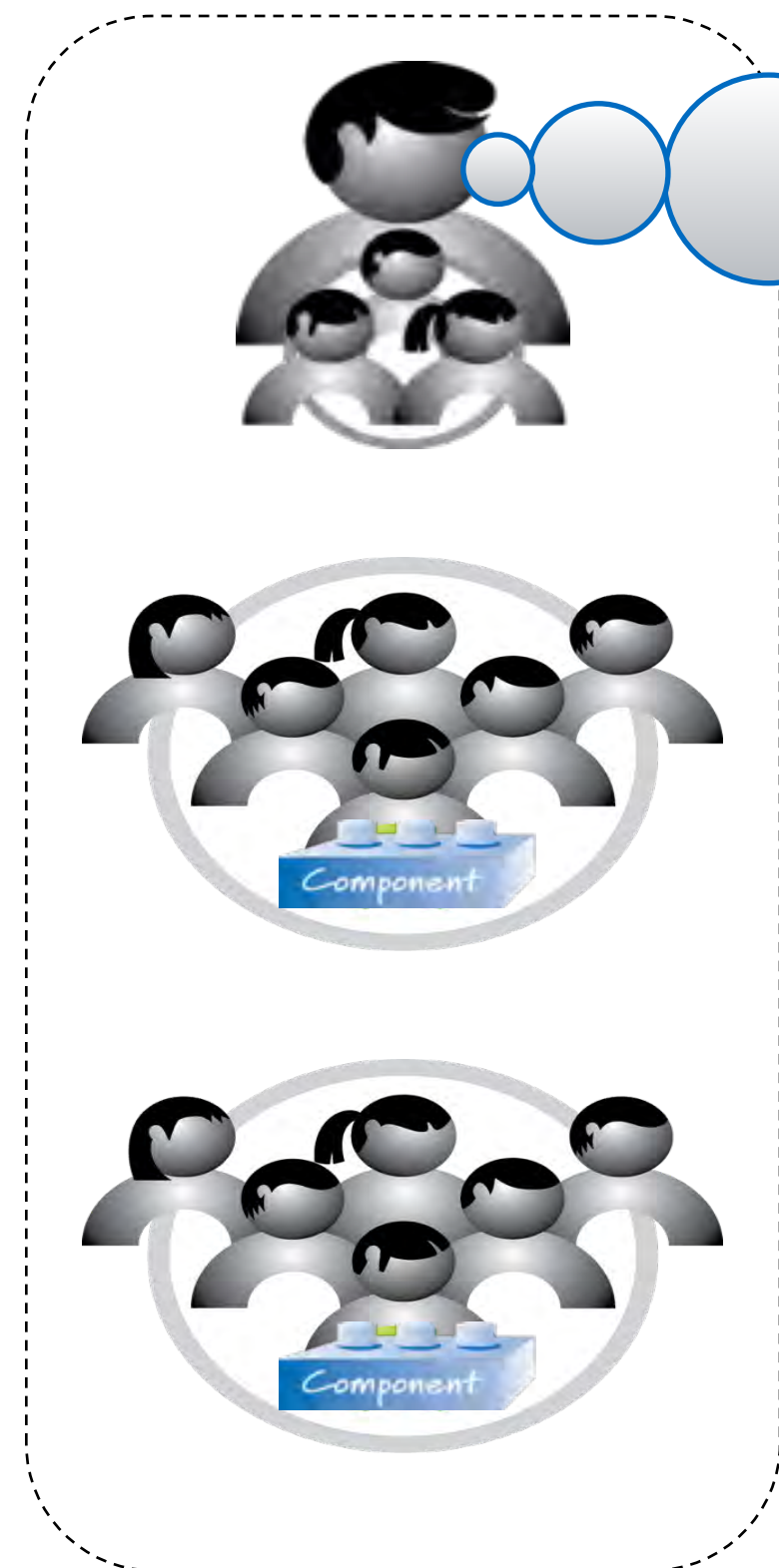
Partners misaligned



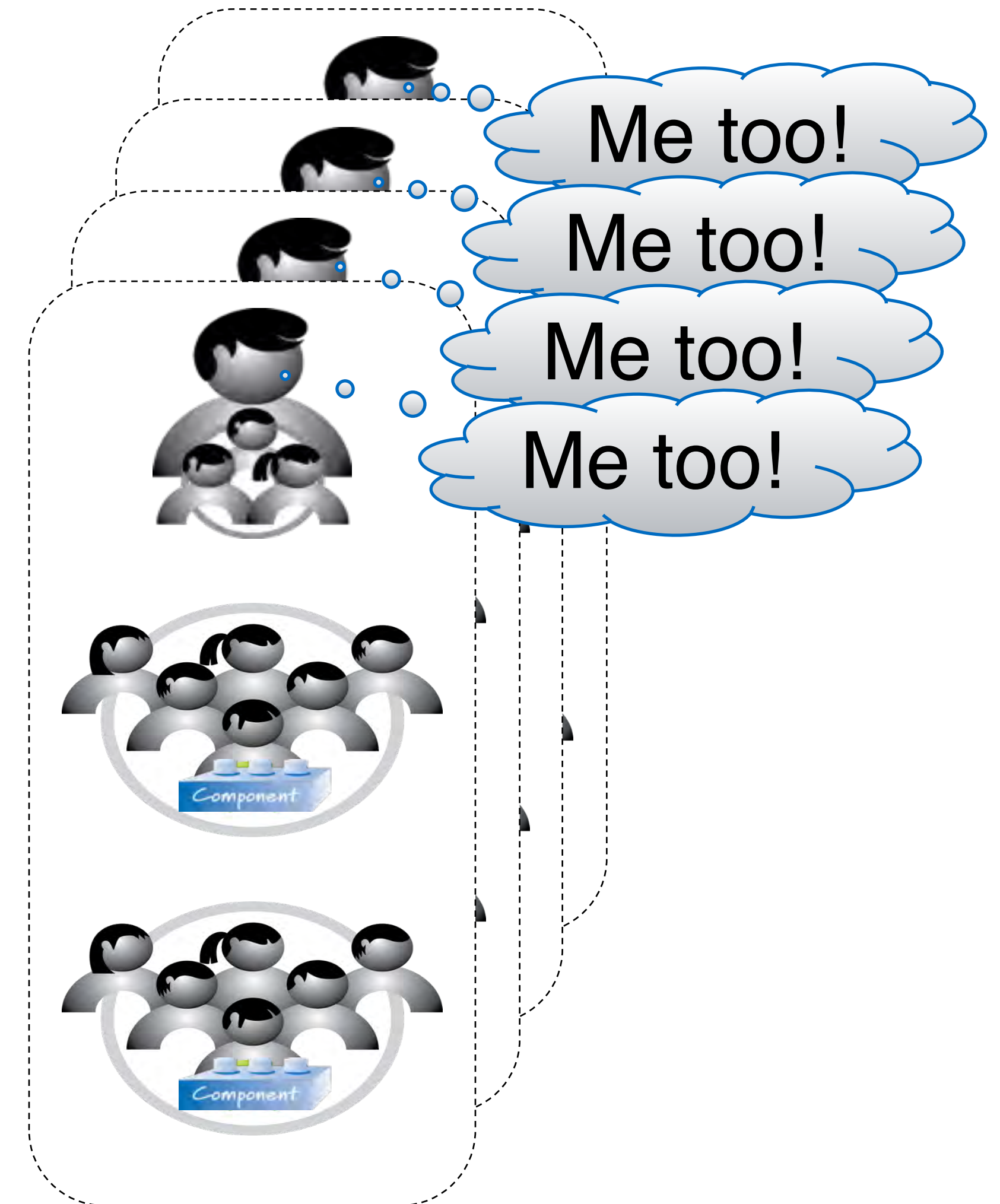
地方保护主义

Protection of the fiefdoms

George's Group



当然，我们可以用 Scrum，只要我的组内不必改变任何事情就可以！
Sure, we can do Scrum, as long as I don't have to change anything in my group!



未能看到全局（缺乏全局视野）

Failure to see the whole

Optimizing locally frequently sub-optimizes the system

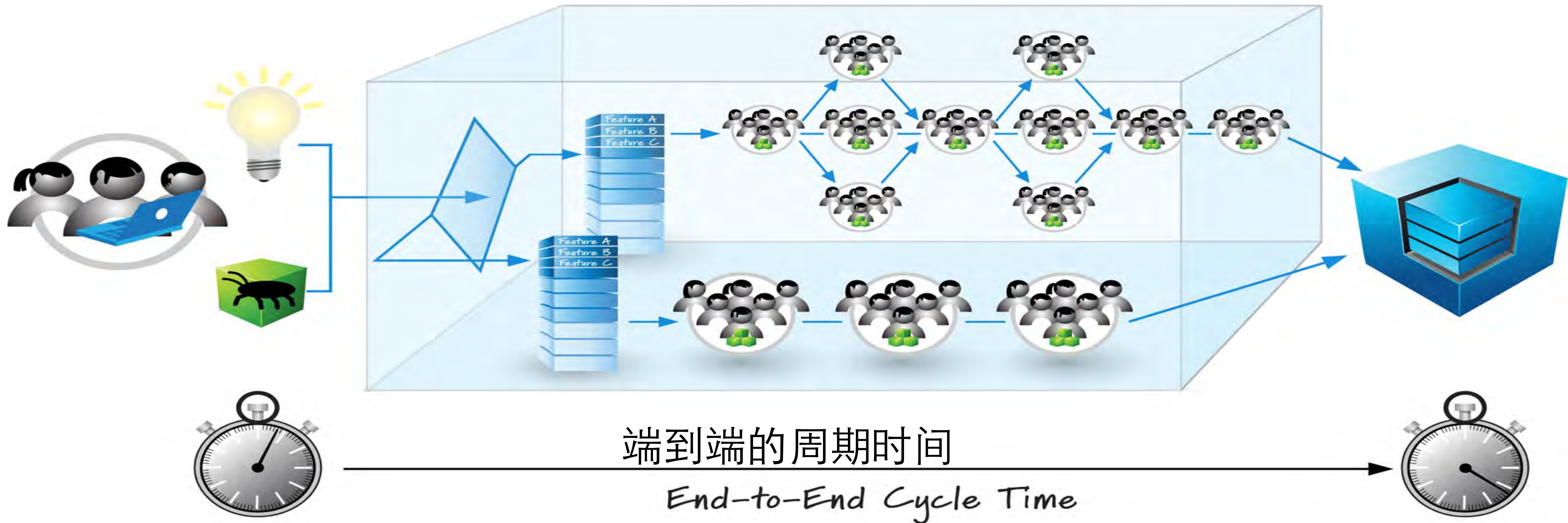


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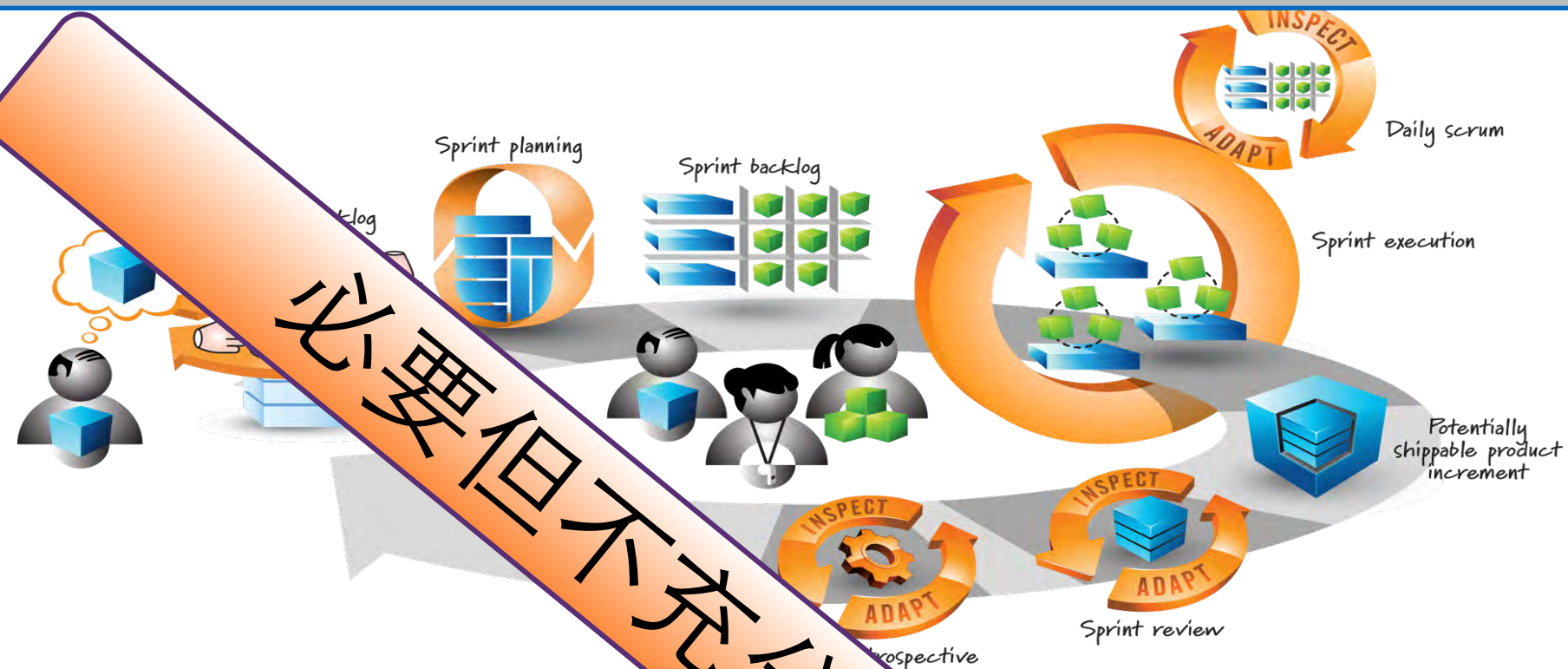
端到端的周期时间

End-to-End Cycle Time

总结

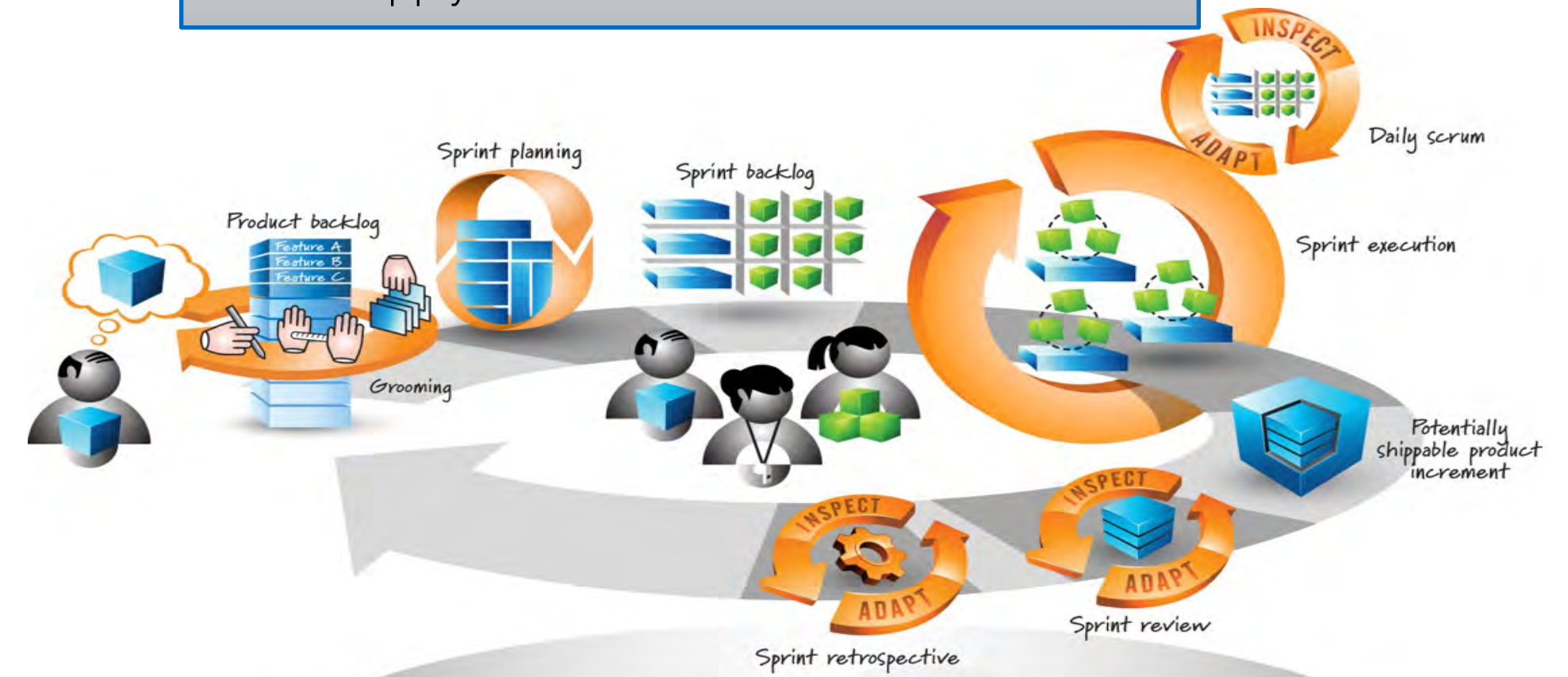
执行所有的Scrum实践

Performing all Scrum practices...



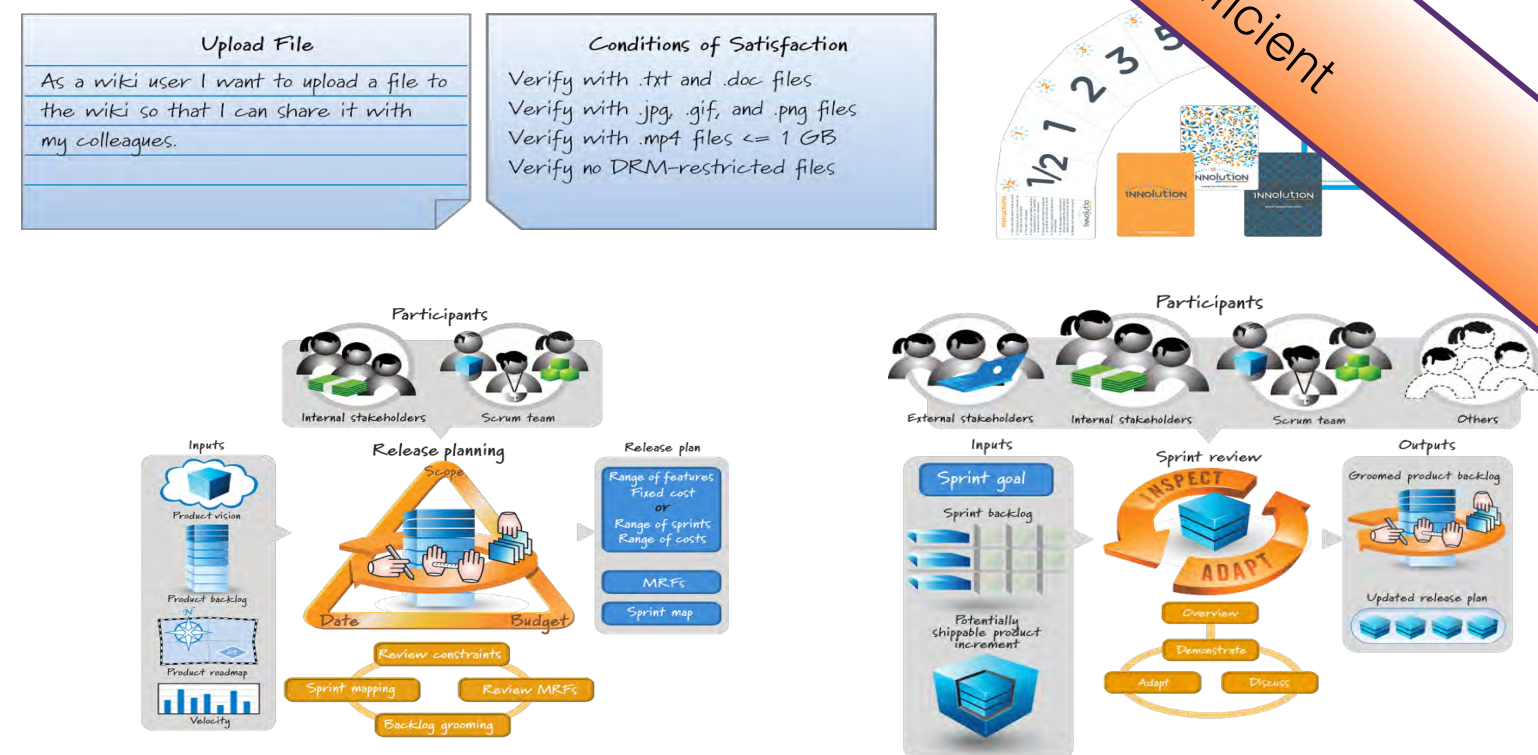
运用Scrum要

Need to apply Scrum



必要但不充分
采用证实过的方法 using proven approaches... necessary, but not sufficient

基于敏捷核心原则 on foundation of core agile principles



采纳允许合理折衷的经济框架 within an economic framework that allows sensible tradeoffs

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