

敏捷项目管理

Introduction to Agile Project Management

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Agenda

- ★ 敏捷概述 Introduction to Agile
- ★ 生命周期选择 Life Cycle Selection
- ★ 营造敏捷实施环境
Creating an Agile Environment
- ★ Scrum敏捷开发实践
Scrum Agile Development Practice

敏捷概述

Introduction to Agile

- ❖ 敏捷思维 Agile Mindset
- ❖ 敏捷实践框架 Agile Practice Framework

Manifesto for Agile Software Development

我们一直在实践中探寻更好的软件开发方法，
身体力行的同时也帮助他人。由此我们建立了如下价值观：

- 个体和互动 高于 流程和工具
- 工作的软件 高于 详尽的文档
- 客户合作 高于 合同谈判
- 响应变化 高于 遵循计划

也就是说，尽管右项有其价值，
我们更重视左项的价值。

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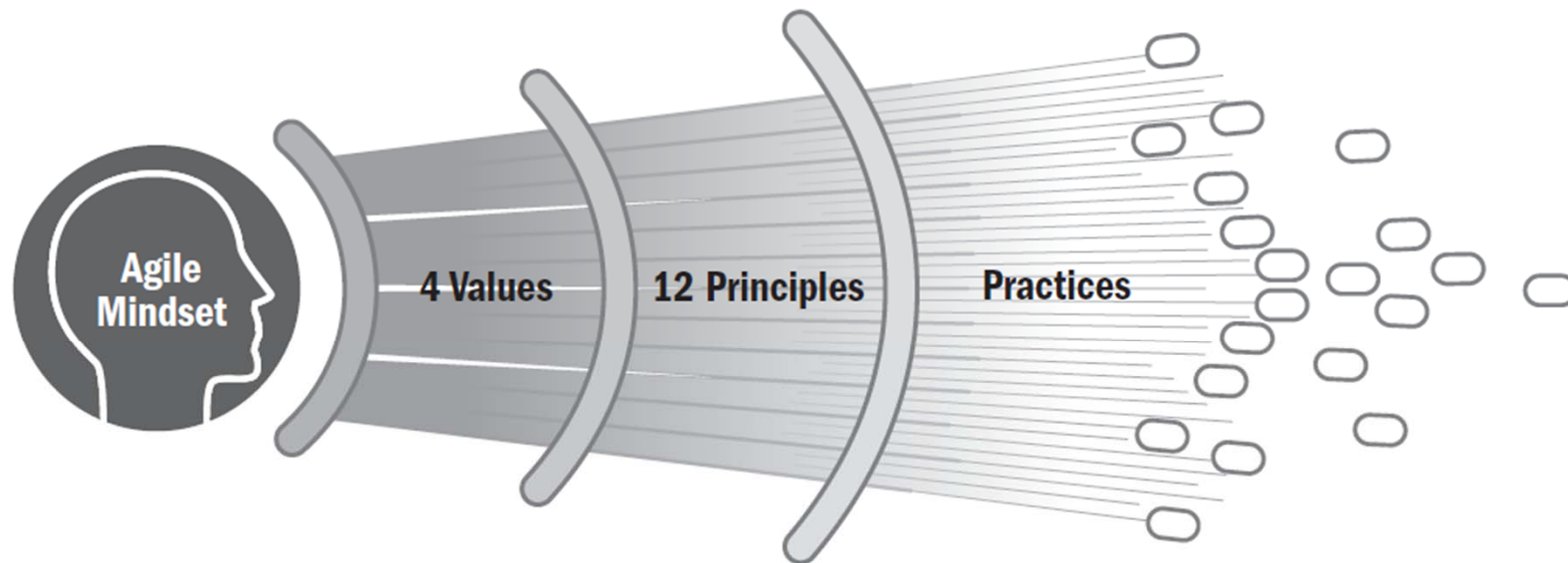
响应变化 高于 遵循计划

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Agile Principles

1. 我们最重要的目标，是通过持续不断地及早交付有价值的软件使客户满意。
2. 欣然面对需求变化，即使在开发后期也一样。为了客户的竞争优势，敏捷过程掌控变化。
3. 经常地交付可工作的软件，相隔几星期或一两个月，倾向于采取较短的周期。
4. 业务人员和开发人员必须相互合作，项目中的每一天都不例外。
5. 激发个体的斗志，以他们为核心搭建项目。提供所需的环境和支援，辅以信任，从而达成目标。
6. 不论团队内外，传递信息效果最好效率也最高的方式是面对面的交谈。
7. 可工作的软件是进度的首要度量标准。
8. 敏捷过程倡导可持续开发。责任人、开发人员和用户要能够共同维持其步调稳定延续。
9. 坚持不懈地追求技术卓越和良好设计，敏捷能力由此增强。
10. 以简洁为本，它是极力减少不必要工作量的艺术。
11. 最好的架构、需求和设计出自自组织团队。
12. 团队定期地反思如何能提高成效，并依此调整自身的举止表现。

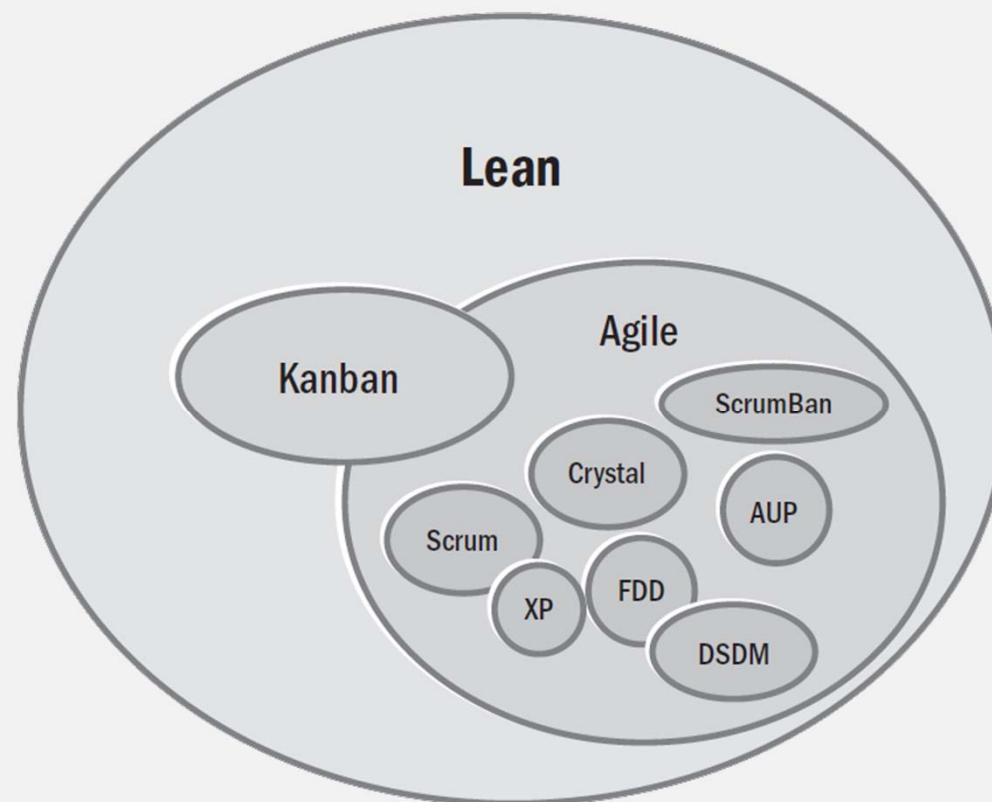
Agile Mindset



Agile is a mindset defined by values, guided by principles, and manifested through many different practices. Agile practitioners select practices based on their needs.

PMI, Agile Practice Guide,

Lean and Agile



PMI, Agile Practice Guide,

Section Summary

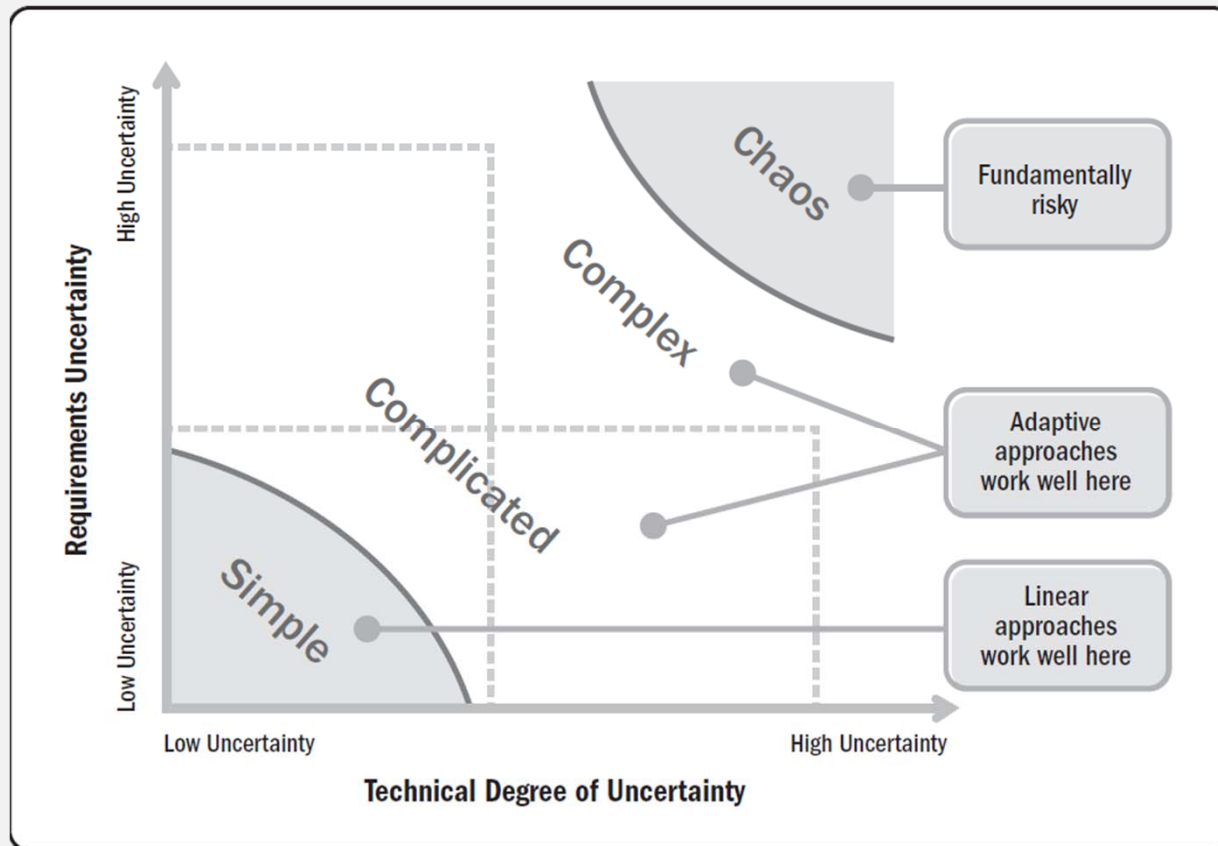
- ★ 敏捷是应对不确定性的一种妥协方案
- ★ 敏捷是基于学习的开发思想

生命周期选择

Life Cycle Selection

- ❖ 各类生命周期的特点
- ❖ 混合型生命周期

Uncertainty and Complexity Model

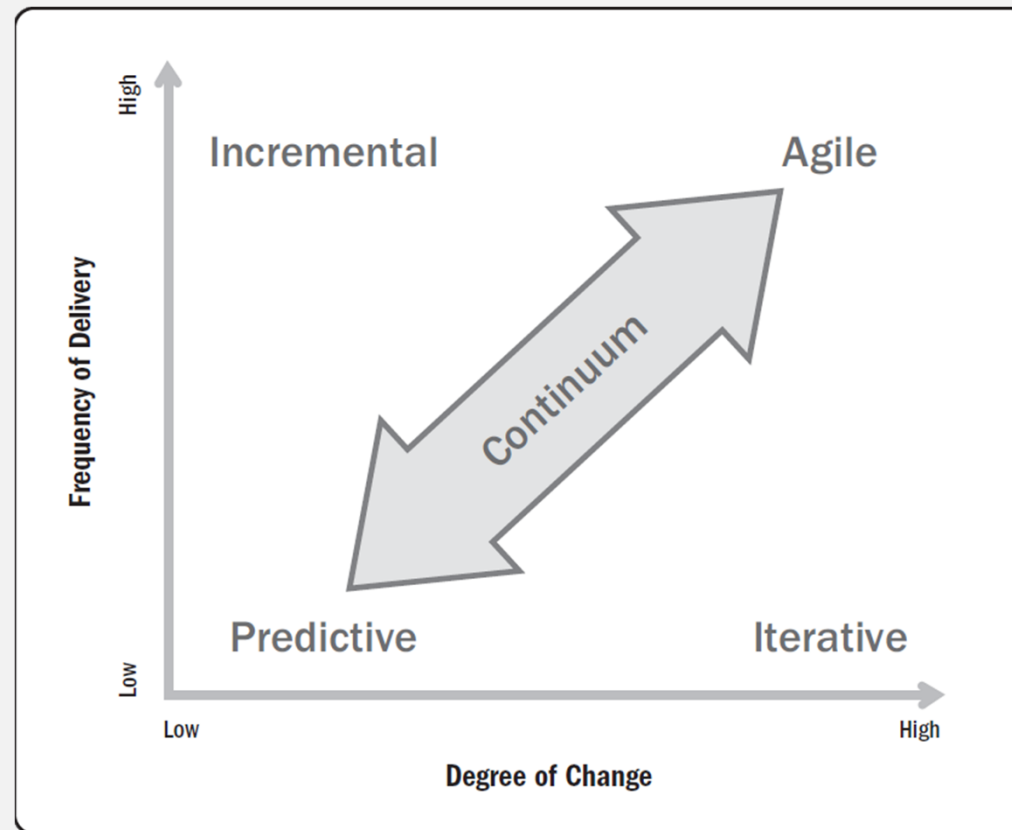


PMI, Agile Practice Guide,

Characteristics of Life Cycles

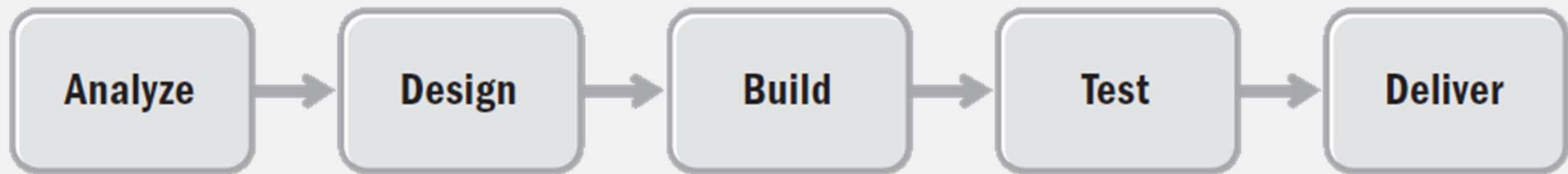
Characteristics				
Approach	Requirements	Activities	Delivery	Goal
Predictive	Fixed	Performed once for the entire project	Single delivery	Manage cost
Iterative	Dynamic	Repeated until correct	Single delivery	Correctness of solution
Incremental	Dynamic	Performed once for a given increment	Frequent smaller deliveries	Speed
Agile	Dynamic	Repeated until correct	Frequent small deliveries	Customer value via frequent deliveries and feedback

The Continuum of Life Cycles

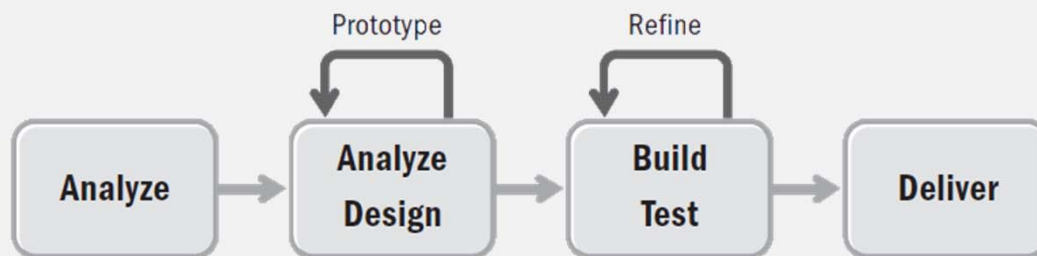


Predictive, Iterative and Incremental

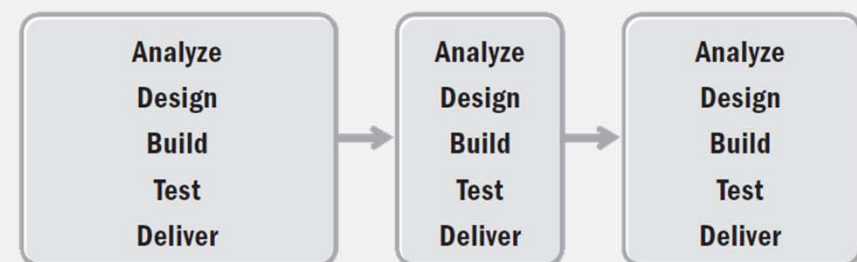
Predictive / Waterfall



Iterative

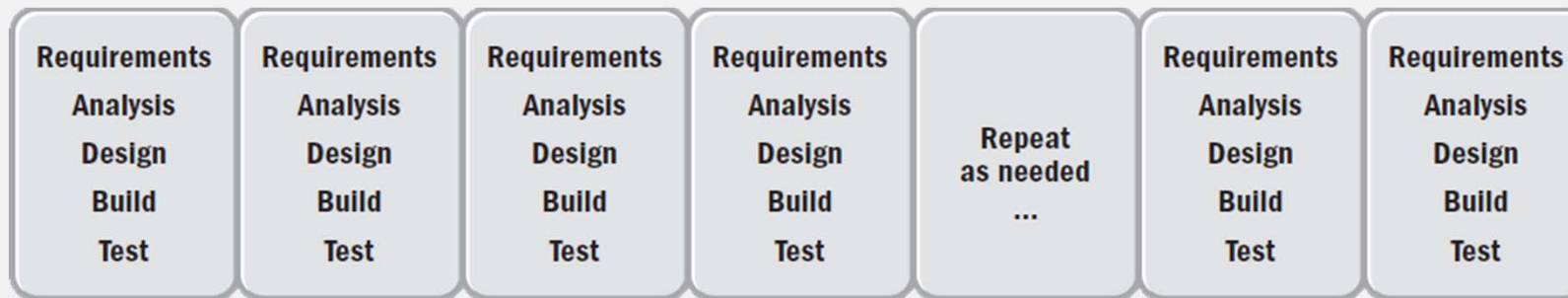


Incremental

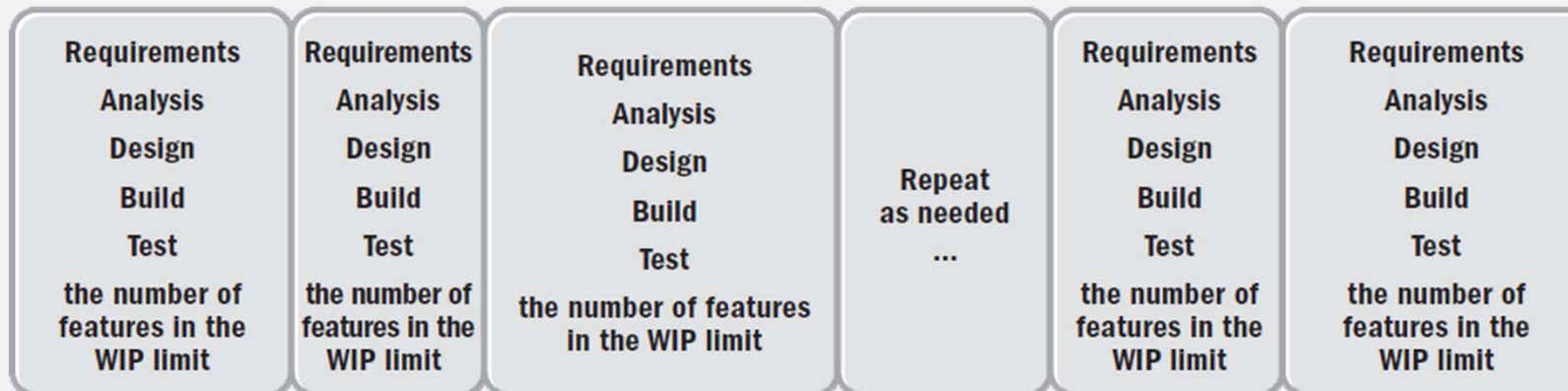


Agile

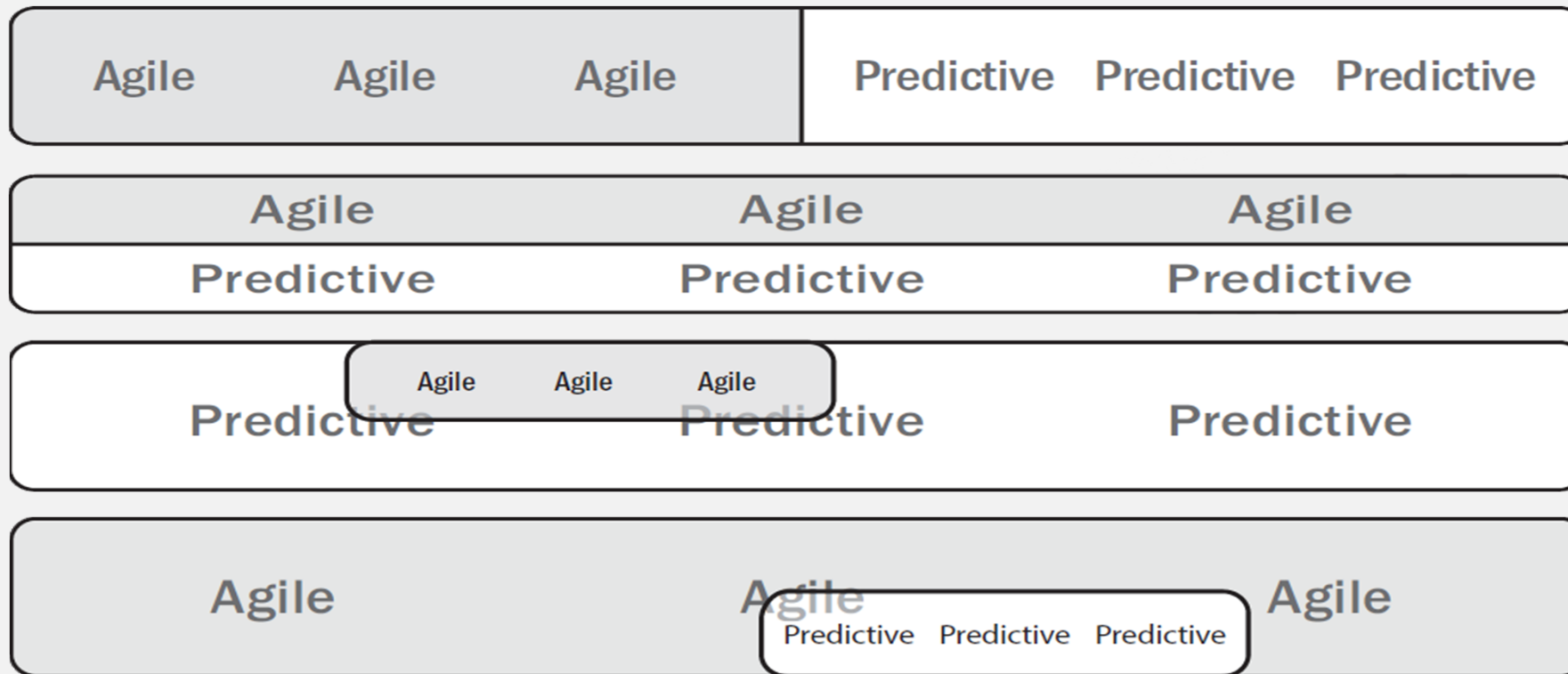
Iteration-Based Agile



Flow-Based Agile



Hybrid Life Cycles



Section Summary

- ★ 生命周期模型适应不同的应用情景
- ★ Be Adaptive

营造敏捷实施环境

Building an Agile Environment

- ❖ Servant Leadership
- ❖ Agile Team Composition

服务型领导 Servant Leadership

- ★ Coaching and Facilitation
- ★ Delegation
- ★ Empower team members
- ★ Supportive
- ★ Trust
- ★ Remove impediments

敏捷团队 Agile Teams

- ★ 完整投入的成员 Dedicated people
- ★ 跨职能团队成员 Cross-functional team members
- ★ 集中工作地点或管理任何位置挑战的能力
Colocation or ability to manage any location challenges
- ★ 通才和专家的混合团队
Mixed team of generalists and specialists
- ★ 稳定的工作环境 Stable work environment

敏捷团队角色 (Roles)

- ★ Product Owner
- ★ Team Facilitator
- ★ Cross-functional team members

Agile Workplace

- ★ Co-located or Remote
- ★ Caves and Common
- ★ Kanban Board
- ★ Information Radiator
- ★ Fishbowl Window
- ★ Remote Paring Programming

Section Summary

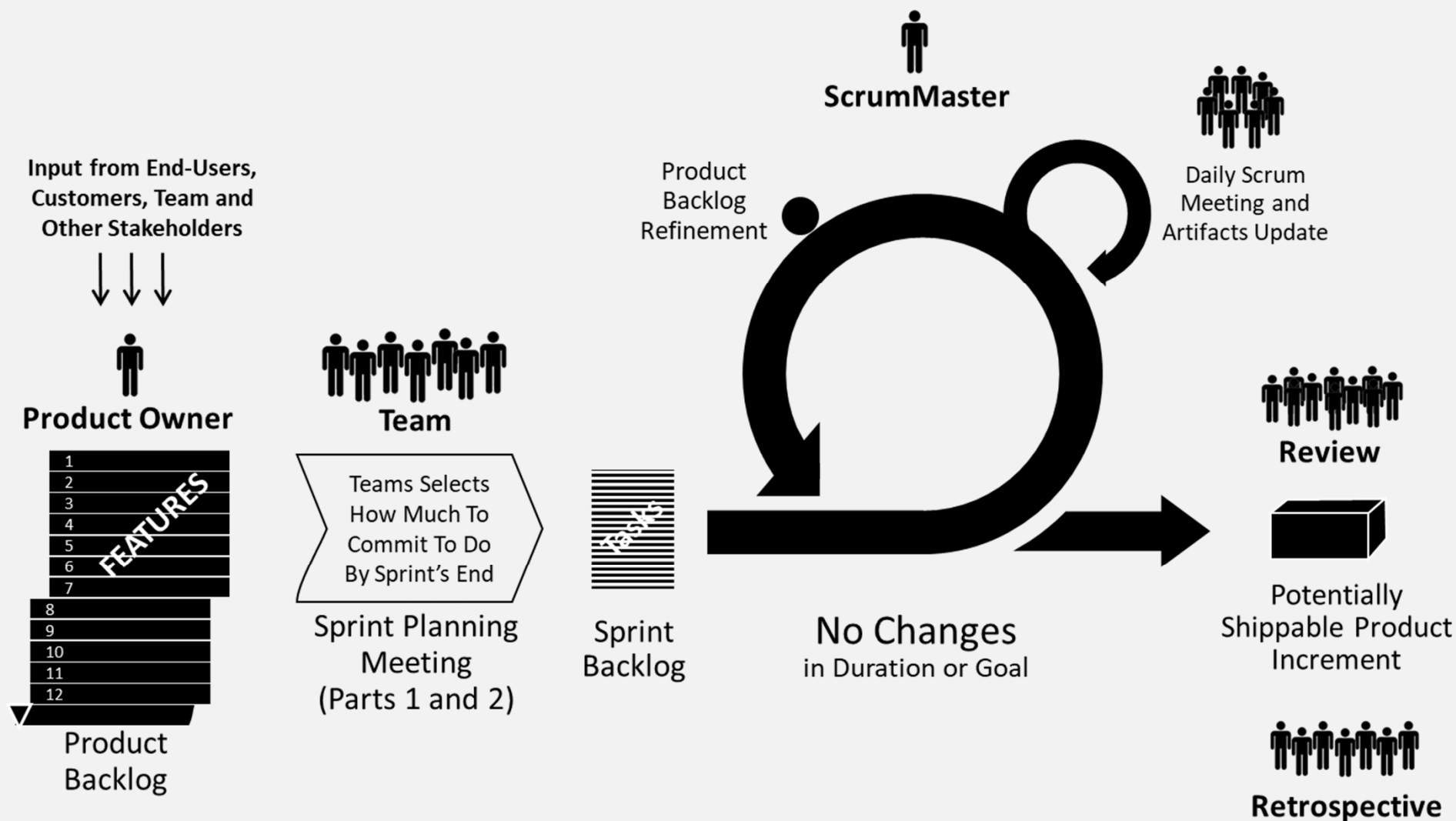
- ★ 组织支持
- ★ 自组织团队 Self-organizing team
- ★ 服务型领导 Servant leadership

Scrum敏捷开发实践

Scrum Development Practice

❖ Introduction to Scrum





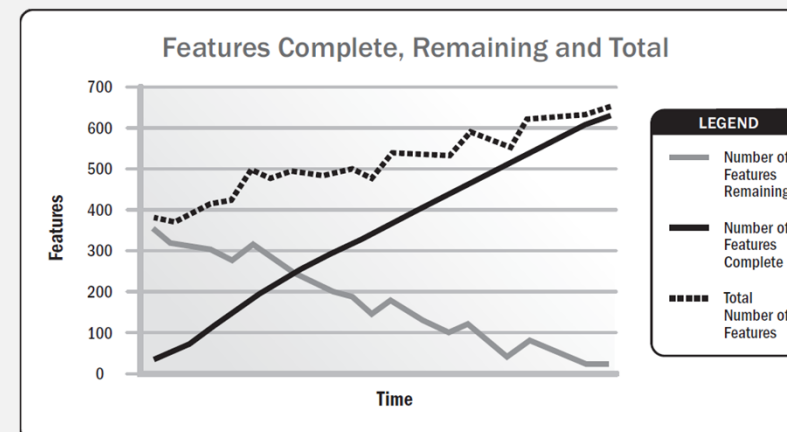
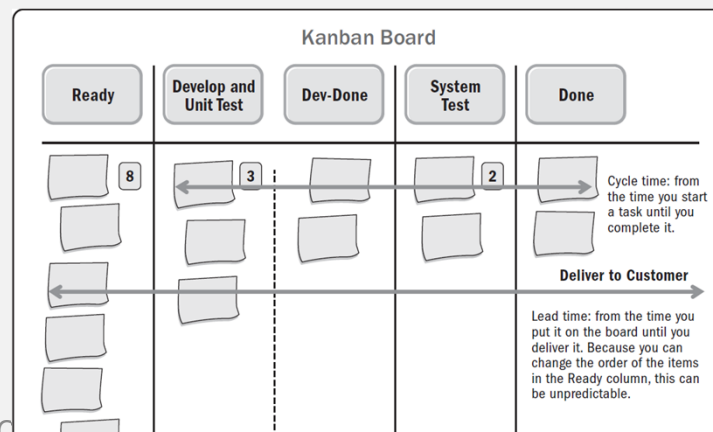
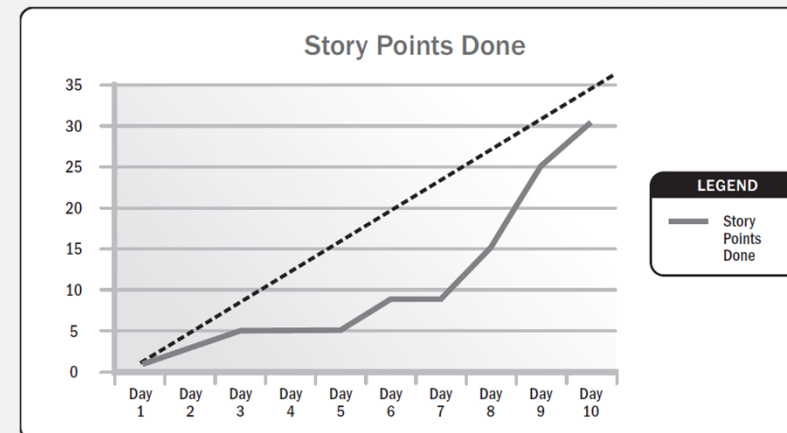
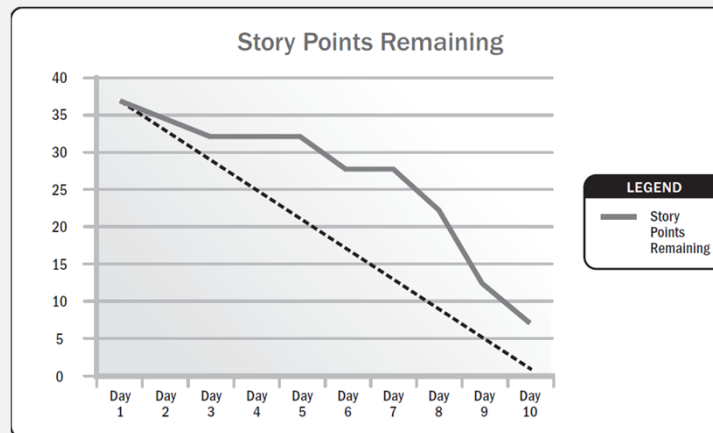
Scrum Terminologies

- ★ User Story / Feature / Epic / Theme
- ★ Story Point / Velocity
- ★ Planning Poker (Scrum Poker) / Fibonacci Sequence
- ★ Definition of “Done” (DoD)
- ★ Minimum Viable Product (MVP)
- ★ Work In Process (WIP)
- ★ Scrum of Scrums
- ★ Impediments
- ★ Technical debt

Frequently used Charts



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Guolin Project Management Campus



Section Summary

- ★ 并非所有的Agile都是Scrum
- ★ Scrum三大基石: Transparency, Inspection and Adaptation